ISSN 0972-9399

DIAS TIMES

DELHI INSTITUTE OF ADVANCED STUDIES

(An ISO 9001 : 2008 Certified Institution)

VOLUME 12 No. 4 | 47 | Oct. – Dec. 2012

Contents

Editorial	......	02
DIAS-A Mission to Excel	......	03
Academic Contribution by Faculty	......	03
Placements at DIAS	......	04
New Staff Members	......	05
Kudos	......	05
Activities at DIAS	......	06
Article	......	08
The Latest Buzz	......	18
Book Reviews	......	22
Scholastic Impressions	......	29
The Men in News	......	36
Feedback From Employers	......	38
Alumni Speaks	......	39
Recent Notifications	......	40
Reader's Views	......	47
Technology Browser	......	48
Books for Review	......	51

Editorial Board

DIAS

From the Editor's desk

Harassment: It's not about covetousness and aspiration,
It's a violent crime of POWER, CONTROL and DOMINANCE

According to the State of World Population Report, harassment, molestation, kidnapping, abduction and eve-teasing are routine words. Adding to this, only negligible percentage knocks the door of police stations and even lesser are actually registered by police. Molestation is not just an offense against the victim; it is an assault of one's soul, dignity, psyche and mind. An accused can be questioned only if he is caught but the victim is questioned every second by the society. The mockery is, this is just the tip of the iceberg as there are many creepy and concealed facts behind the curtain. The victims are left bared on roads; many eyes may spot their bodies but no hand takes them to the hospital, many cases go unnoticed, news seek the attention for a day or two and then sobbing narratives are crushed in recycle bins.

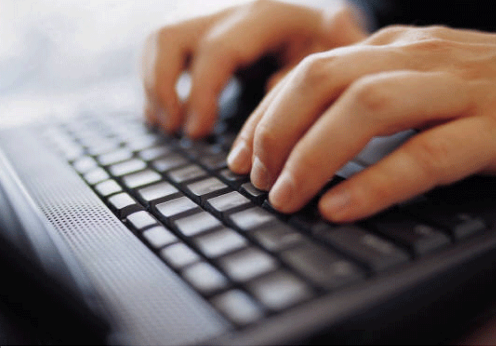
Is it imperative to have constant candle illuminations at India Gate, rebel on facebook and twitter, stanzas against the government and emotional outbursts on countless media channels for justice? It is high time to appreciate the worth of an individual's existence and neglect the superficial glitters accepted as a source to climb the zenith of development and intellectualism.

The problem lies in obstructive attitude towards victims, hapless police and glaring loopholes in the legal system. The lower conviction rate reveals that only 50% of the cases are reported. Out of these, 89% accused manage to go scot-free and for the other miniscule percentage, who are convicted, the punishment is either menial or time consuming, thus, nullifying the effect. The big question is whether a change in the police setup inclined towards humanitarian approach be the suitable solution?

Let us hope and pray that the protest marchers and the outbursts on social media will not go unanswered. The silver lining is the enactment of Nirbhaya Act, which was accepted in unison by all political parties. So, let us take the pledge of providing justice to every Nirbhaya and support them in all possible ways so that they can lead their life with dignity and respect.

Ruchi Gupta

Ruchi Gupta
Editor



DIAS
A Mission to Excel

Delhi Institute of Advanced Studies is a dynamic growth oriented Institution affiliated to Guru Gobind Singh Indraprastha University. Established by Shri Laxman Dass Sachdeva Memorial Education Society, the Institute is providing dynamic learning environment that is changing in response to the changing needs of society. The Institute seeks professional excellence through ethics, passion and perseverance. The guiding philosophy behind all academic activities of the Institute is to inculcate professionalism and to enhance the effectiveness of an organization.

Sh. S.K. Sachdeva, a well-known name in the educational world, is the Chairman of the Institute, Dr. S.N. Maheshwari, former Principal of Hindu College, Delhi University, is the Director General and Dr. I. B. Singh is the Director.

The Institute runs the MBA & MCA programmes affiliated with Guru Gobind Singh Indraprastha University. The credibility of education at the Institute is increasingly being realised and recognized by foreign universities as well as the corporate world.

The Institute's students are its brand ambassadors. Our students have been placed in some of the best companies in India like IBM, Infosys, Adobe, TCS, Nucleus Software Ltd., Intersolutions, Mahindra British Telecom, BhartiTouchtel, Reliance Infocomm, Ranbaxy, Thomas Cook, FICCI, American Express, Tata Tele Services, Jet Airways, Mahindra Finance, Alcatel, Abacus, Synergy, Torrent, Quark, Syntel, Om Logistics, BEC Foods, Hughes, BrickRed Technologies, Escosoft Technologies, Nagarro, Grapecity, Satyam, Wipro, Accenture, Caritor, L and T Infotech, HCL, Tata Infotech, ICICI Prudential Life Insurance, Reliant Infomedia, India Bulls, Tact India, Sapient, J.K Technologies, Mindfire Solutions, Momentum Technologies, ACS Infotech (P) Ltd., Interra Systems, CE Infosystems, Nagarro, Tata Teleservices, Kotak Life Insurance, UTI Bank, Kotak Mahindra Bank, Grail Research, Planman Consultancy and many others. These ambassadors are making the Institute proud in the corporate world.

Academic
Contribution by Faculty

DR. S. N. MAHESHWARI, DIRECTOR GENERAL, DIAS

Dr. S.N. Maheshwari, a prolific author with more than 100 books/monographs to his credit, has brought out the following new/revised editions of books/monographs during October – December 2012 in collaboration with Dr. Suneel K. Maheshwari and CA. Sharad K. Maheshwari.

BOOKS

1. **Accounting for Management:** 3rd Edition, 2012 for MBA programme of GGSIP University. (Sultan Chand and Sons)
2. **Principles of Management Accounting** (Vol. I & Vol. II): 17th Revised Edition, 2012 for B.Com, M.Com, BCA, MCA, BBA and MBA examinations of different Indian Universities. (Sultan Chand and Sons)
3. **Elements of Cost Accounting:** 5th Edition, 2012-2013, for B.Com, Delhi University. (Shri Mahavir Book Depot)
4. **Basic Financial Management:** 2nd Edition, 2012-2013, for B.Com, Delhi University. (Shri Mahavir Book Depot)
5. **Management Accounting:** Principles & Practice: 7th Edition, 2012-2013, B.Com (Hons), Delhi University and Similar Courses. (Shri Mahavir Book Depot)

MONOGRAPHS

1. **Business Data Processing:** 2012, for BCA 1st Year Paper IV, Sambalpur University, (Vikas Publishing House Pvt. Ltd.)
2. **Business Data Processing:** 2012, for PGDCA Paper III, Sambalpur University, (Vikas Publishing House Pvt. Ltd.)

3. **Management and Accounting:** 2nd Revised Edition 2012, for MCA/M.Sc. (IT), Gauhati University (Vikas Publishing House Pvt. Ltd.)

MS. N. MALATI and MS. RITIKA MAHESHWARI, Faculty, DIAS

CONFERENCES ATTENDED AND PAPERS PRESENTED

1. **"A Comparative Study of Organizational Climate at ICICI Bank And HDFC Bank"** in the 2nd International Conference on " Exploring Non-Linear Growth through HR Driven Strategies" organized by Institute of Management Studies, Noida on 13thOctober,2012.
2. **"Green HRM Practices: A Comparative Study at Motorola and Nokia"** in the National Conference on "Innovative Strategies for Transforming Organizations" organized by University School of Management Studies, GGSIPU, Delhi on 19th October, 2012.
3. **"A Study on Service Quality provided by Service Centers of Maruti Suzuki and Hyundai"** in the National Conference on "Global Financial Environment and Its Impact on Corporate Houses in India" organized by Maharaja Surajmal Institute, Delhi on 20th October, 2012.
4. **"Talent Management Practices: Evidence from Telecom Industry"** in the National Conference on "Managing Generation Y at Workplace, Issues and Challenges" organized by University School of Management Studies, GGSIPU, Delhi on 30th November, 2012.

ARTICLES PUBLISHED:

1. **"An Empirical Study on Customer Satisfaction of Travel Portals",** published in Journal of Practicing Managers, Vol. 02, No. 2, July-December 2012, Banarisidas Chandiwala Institute of Professional Studies, Delhi.
2. **"A Study on Service Quality of Retail Outlets-Reliance Fresh and More using SERVQUAL Model"**, published in Manthan: The Journal of Innovations, Vol. VII, Issue-I, June 2012, Institute of Management Studies, Noida.

MS. N. MALATI and MS.PRATIKSHA TIWARI, Faculty, DIAS

ARTICLE PUBLISHED:

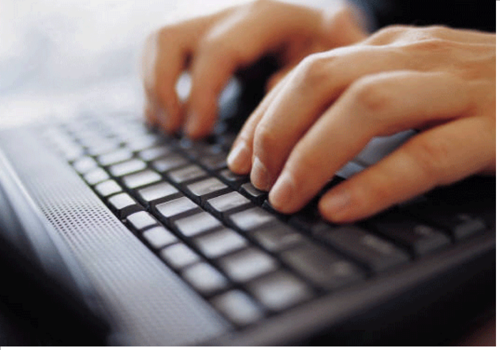
1. **"An Empirical, Study of Faculty Satisfaction and Its Impact on Retention"**, published in Abhigyan: Quest for Excellence, Vol. XXX, No. 3, October-December 2012, FORE School of Management.

Placements at DIAS

The quarter was packed with set of fruitful placement activities witnessing many placement drives and grooming sessions. The past and existing performance of the students exert a positive pull on many recruiters like S&P, Capital IQ, 99 Acres.com, Jaro Education and ICICI to visit campus and hire DIASians. Many of the students are now members of these bigwigs and recruiters express immense gratification on the quality of students being recruited.

Also, MCA placements, with instigation in September with Indus Valley Partner, gained positive momentum in this quarter. The students cracked various interviews and got placement in the companies of high repute like NIIT, OSS Cubes, Appz Studios, Intelligrape and Leeway Hertz.

The placement team of the college is a committed team of people working diligently to get better companies, packages and status for the students. The placement drives are conducted to personally meet HR officials of different companies for sharing placement brochures, delivering presentations and inviting them to campus for recruitments. These drives have been very flourishing in creating new associations and getting numerous companies to campus for placements and summer internships.



New Staff Members

We welcome the following new members of DIAS fraternity who have joined the institute during the last quarter of the year 2012.

DEPARTMENT OF MANAGEMENT: AS ASSISTANT PROFESSOR

Ms. Balwinder Kaur has done MBA in Finance from GGS Indraprastha University. She has also qualified NET in management and holds certificate of AMFI and IRDA. She has to her credit corporate experience of more than 6 years in the field of banking and investments with organizations like HDFC Bank, Yes Bank and SPA Capital Services.

Ms. Ruchika Sharma is an MBA (Gold Medalist) from GGS Indraprastha University. She has qualified NET in Management and has two years of experience in teaching. Ms. Sharma has also presented various research papers in International and National Conferences and Seminars.

DEPARTMENT OF COMPUTER APPLICATIONS: AS ASSISTANT PROFESSOR

Ms. Disha Verma has done MCA from GGS Indraprastha University. Her area of expertise is .NET. Ms. Verma has to her credit two years of teaching experience along with various research papers presented in National and International Conferences.

Ms. Priyanka Sharma is MCA from MDU Rohtak. She is Sun Certified Java Programmer and holds J2EE certification from NIIT. Her areas of expertise are Databases, Programming Languages and Natural Language Processing. Ms. Sharma has a teaching and research experience of 3.5 years and is currently pursuing M. Tech. (Computer Science) from IIT Delhi.

ACCOUNTS DEPARTMENT

Mr. Narinder Kumar Chauhan has joined the institute as Accounts Officer. He is M.Com and MBA from Meerut University with working experience of more than 30 years in accounts departments of various manufacturing and trading companies. He has also been associated with different educational institutions.

KUDOS

The institute feels proud to applaud Sandhya Soman from MCA (2009-2012) for her inexplicable triumph as Gold Medalist from GGSIP University and Sakshi Chawla from MCA (2009-2012) for showing exemplary performance in university examinations.

Sandhya Soman
MCA (2009-12)

Sakshi Chawla
MCA (2009-12)

Activities at DIAS

INTER COLLEGE DEBATE COMPETITION 2012

"The smart way to keep people passive and obedient is to strictly limit the spectrum of acceptable opinion, but allow very lively debate within that spectrum."

An Inter-College Debate Competition - 'Tark 2012' was organized by DIAS Technology Grid (DTG) of DIAS on 6th October 2012. 'Attention' is the new currency for the world. Those who insert themselves into as many channels as possible look set to capture the most value. Keeping in mind the tremendous mount in use of 'social media' and its growing impact, both positive and negative, the topic for the debate competition was circumspectly chosen as **"Social Media-Expecting more from Technology and Less from Each Other".** The esteemed judges for the event were Mr. Ashish Chugh, Trainer & Engineer-RF Operations, Ericsson, and Mr. Dinesh Kalra, Chief Consultant, 24 by 7 Management Services.

The event had the participation from various colleges of Delhi and NCR. The first Prize was awarded to JIMS, Rohini followed by Maharaja Agrasen Institute at second and DIAS at third position. A special award was presented to two more speakers for their creditable performance.

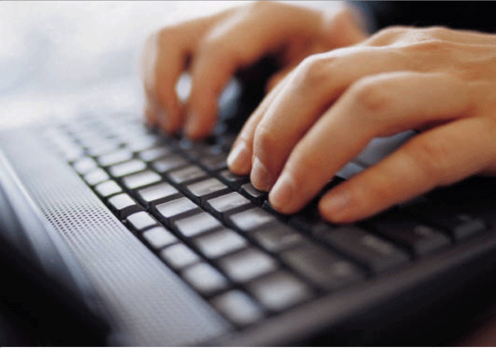
At the end of the competition, the eminent judges highlighted the influential traits that a debater must possess. The entire event was edifying for participants to learn about Social Media, recognizing its flaws as well as its potencies. Dr. I.B. Singh, Director, DIAS concluded the instructive and remarkable event with vote of thanks.

'LE-ZERO 2012'

"Don't wait with open mouths for the roost bird to fly in.
Catch them at right time and roast them to personal taste."

'Le-zero 2012', an Inter-college business plan competition was organized by the Entrepreneurship Development Program (EDP) Cell of DIAS on 19th October 2012, with an aim of endowing a unique learning practice to the students for the grounding of a viable business plan.

The event was adjudged by two eminent personalities from the corporate world, Mr. Manish Nagpal, M.D., Golden Wings Tours Pvt. Ltd. and Mr. SaketKhanna, M.D., Immense Power Pvt. Ltd. The event commenced with informative words of Dr. S. N. Maheshwari, Director General, DIAS, who



sensitized the spectators with the need for entrepreneurship in recent market scenario. His words were pursued by the ideas of realistic insight from Mr. Manish Nagpal and Mr. Saket Khanna. Around fourteen teams of fervent students with pioneering ideas from various colleges of Delhi University & GGS Indraprastha University participated in the competition. Business idea of an online repository, proposal of a Continental Restaurant and a commercial project of production of fly ash bricks were the major highlights for the day.

The team from Gitarattan International Business School bagged first prize for their proposal 'Greenville Handicrafts'. The second prize was awarded to 'Kroma Live Décor' presented by Delhi Institute of Advanced Studies, whereas the team from Maharaja Surajmal Institute won the third prize for their business plan Authveri. Honorable judges encouraged the students to craft victorious factual business plans and advised them to toil for making it pertinent. The event ended on a gratifying note with vote of thanks by Dr. Anju Batra, Event In-charge.

INTERACTIVE SESSION WITH ALUMNI

On 20th October 2012, Alumni association invited Mr. Sahil Malhotra (BBA 2003 batch) working as Assistant Manager – Sales, ITC Fortune Hotels, Delhi to emphasize upon "Career Opportunities in Hospitality Sector". He elaborated upon the way hospitality sector is undergoing rapid transformation across the globe. He discussed about the strategies adopted by different players of hospitality industry like Taj Hotels, ITC Hotels, Starwood Hotels, Marriot International, etc. in terms of rooms' availability, luxury collection, comfort, quality, etc.

Mr. Malhotra also provided valuable information regarding the contribution of hospitality sector in India's GDP and availability of organized market in this particular sector. He stressed upon growth oriented business segmentation and revenue segmentation strategies adopted by various players in hospitality. The students were informed regarding the selection process, growth prospects and hierarchy structure in the hospitality sector. The session ended on a positive note with the students gaining an insight into the opportunities and selection process involved in the Hospitality sector.

WORKSHOP ON STRESS MANAGEMENT

"The more tranquil a man becomes, the greater is his success, his influence, his power for good. Calmness of mind is one of the beautiful jewels of wisdom."

The mind, lean under stress, is sturdily influenced by training. To impart the desired training, the institute organized a workshop on 'Stress & its Management' on 10th November, 2012. Mr. Ashish Chugh, Chairman, Life Lexicon commenced the session by one of his theories affirming, "Life is like a bottle full of tensions and one should keep the bottle down before ending his day". A new day must have a new start with hopes, positivism, and new corners to explore. Taking out time to think and relax, reading a good book, considering work as a hobby and taking a calm walk or laughing loudly can prove to be the best strategies for handling stress and trouncing it.

Mr. Chugh left no stone unturned to make the audience believe and initiate implementing this fact in their life. He engrossed the audience by sharing his personal experiences. The session was both enriching and entertaining. It proved the fact that no one can get inner peace by pouncing on it, appropriate actions are necessary. The session concluded with vote of thanks by Ms. Roma Jaitly, Event In-charge .

Article

EXAMINING EFFORTS TO DEVELOP ACHIEVEMENT MOTIVATION FOR BOOSTING ENTREPRENEURIAL PROPENSITY OF SECONDARY SCHOOL CHILDREN (A Literature Review)

Ms. Prachee Sehgal, Participant, Fellow Programme in Management, Indian Institute of Management, Indore

ABSTRACT

Nations all over the world are facing problem of unemployment, economic crisis, inequality and crime among many others. Encouraging entrepreneurship can act as a solace in such a scenario. However, it is widely believed that entrepreneurship education should be offered to business school and university school students who are in the position to start a venture. This paper builds up a case for teaching entrepreneurship at secondary school level also, since this can totally alter the career path of a student and influence his choice of vocation at an early stage. The paper then describes how need for achievement can boost the entrepreneurial propensity of students and the methods to inculcate the same in students. Towards the end, a discussion is made on the scope of incorporation of entrepreneurial teaching in India and the way forward.

Keywords : Entrepreneurship, Education, Secondary school.

INTRODUCTION

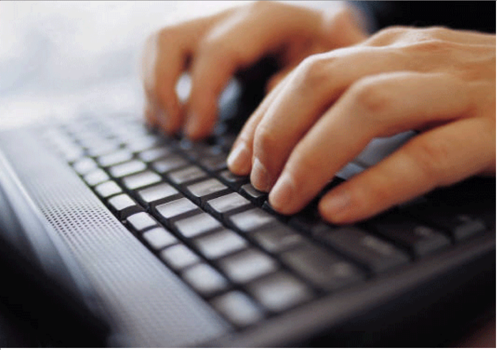
In today's environment of economic crisis and global competition, one thing that can definitely help the world economies to grow and sustain, that too equitably, is entrepreneurship. Countries need more job creators than job seekers. The benefits of an entrepreneurial venture accrue, not only to the entrepreneur, but also the entire ecosystem around him/her. Hence, the onus of promoting entrepreneurship lies not only with the entrepreneur, but also the entire ecosystem and all the stakeholders involved in it.

Promoting entrepreneurship can go a long way in dealing with problems of crime, corruption, mismanagement and unemployment. The education system is one definite medium of propounding this movement for entrepreneurship. The responsibility of developing the entrepreneurial talent of the future generations lies with the schools as they bear significant influence on the thought process and inculcation of skills and abilities among the students. If teachers and schools pay attention and support the grooming of entrepreneurial talent, countries like India with a huge population base can get rid of the problem of unemployment and underemployment to a large extent. Entrepreneurship teaching requires an appropriate balance of relevant curriculum, methodology, tools and exposure. Since entrepreneurship has got a lot to do with setting up goals, self efficacy, leadership, dealing with failures & constraints and being self motivated, building achievement motivation of students is equally necessary.

OBJECTIVE AND METHODOLOGY OF THE STUDY

The objective of the study is to draw attention of the educators towards the requirement of teaching entrepreneurship at secondary school level through a process of building their achievement motivation. Secondary school is attended by students between the age group of eleven to eighteen years. To aid in this process, the author has attempted to do a literature survey on entrepreneurship education at secondary school level across the globe.

The author made a key word search for the words "Entrepreneurship", "Entrepreneurship education", "Entrepreneurship and Secondary School", "Entrepreneurship and K-12","Teaching Entrepreneurship" and "Achievement Motivation" in the several online databases viz. Ebsco, Sage, Emerald, Taylor and Francis, Jstor, Wiley Interscience and Google Scholar. The abstracts of papers brought forth by the preliminary title search using the above listed search engines were scrutized for relevance to



the topic being researched by the author. Selected papers were then read to build up this literature review. The criterion used by the author was to select those papers for review which bear maximum relevance to the topic under study along with maximum coverage of the entrepreneurial teaching at secondary school level.

Defining Entrepreneurship And Achievement Motivation

There is no one unique definition to entrepreneurship and it has been elaborated through many lenses (Blanchflower and Oswald, 1990). According to Schumpeter (1934), the main function of entrepreneurship is innovation which means the reorganization of resources to enhance productivity, the creation of new commodities or new ways of producing them as well as the creation of new markets and new materials. He also gave the concept of "Creative Destruction".

Bygrave and Hofer (1991) argued an entrepreneur is someone who spots an opportunity and creates an organization to pursue it. On similar lines, Shane and Venkataraman (2000) define entrepreneurship as a study of sources of opportunities, the processes of discovery, evaluation and exploitation of opportunities.

A body of researchers believe that an entrepreneur has some common characteristics like risk taking, creativity, independence, and rewards (Dollinger, 1995;Hisrich & Peters,1998) while there are others who believe that entrepreneurship is about bearing uncertainity and trying to strike a balance between market demand and supply. (Knight,1921; Drucker,1985). Sarason, Dean and Dillard (2006) argue for studying entrepreneurship not only in the frame of an individual, but in the context of a social system.

Entrepreneurship can also be thought of as a mind set and according to this approach, everybody can think and act in an entrepreneurial way (Dahlgren, 1999). European Commission defines entrepreneurship as "a general attitude that can be usefully applied in all working activities and in everyday life."

Achievement motivation has also been looked at from multiple lenses. There is one perspective which looks at achievement motivation from its association with the output. McClelland, Atkinson, Clark, and Lowell's (1953) define achievement motivation in terms of affect associated with performance that is evaluated in terms of standards of excellence (p. 79).

Standards of excellence may pertain to moral as well as to achievement behavior. Achievement behavior is that behavior in which the goal is to develop or exhibit—to self or to others— high ability, or to avoid demonstrating low ability. This implies that in achievement situations individuals yearn for success to the extent that it displays high ability and seek to avoid failure to the extent that it indicates low ability (Kukla, 1978; McFarland& Ross, 1982). This brings forth that the distinctive feature of achievement behavior is that its goal is competence or perception of competence (Heckhausen, 1967; Maehr and Nicholls, 1980).

Basing themselves on facet theory (Canter, 1985; Elizur, 1970; Levy, 1981; Shye and Elizur, 1994), some authors suggest that achievement motive is a multivariate concept composed of distinct and relatively independent components or facets which include but are not limited to working hard, calculating risks, facing uncertainty, and providing novel and creative solutions to problems (Sagie, 1994; Spence et al., 1989; Cassidy and Lynn, 1989). Elizur & Yamauchi (1998) define achievement motivation as a function of behavior modality (instrumentally/affectively/cognitively), confrontation type (confronting oneself/matching a solution with a challenge and time perspective (before/during/after task performance).

Motivating the Need for Achievement in Students to Boost Their Entrepreneurial Propensity

Aldrich and Zimmer (1986, p. 3), write that, entrepreneurial activity "can be conceptualized as a function of opportunity structures and motivated entrepreneurs with access to resources".

According to a large body of literature, this motivation for entrepreneurs comes from the need for achievement in them. McClelland (1961) argued that a high need for achievement, characterized by a desire to do well in order to attain a feeling of accomplishment, predisposes someone to seek out an entrepreneurial position, which the entrepreneur believes produces more achievement satisfaction than could be derived from other kinds of positions. This conclusion has been further corroborated in a subsequent longitudinal study (McClelland 1965).

Task motivation theory is another theory which supports this argument. It predicts that individuals high in achievement

motivation will be drawn to entrepreneurship because of the nature of the inducements inherent in the entrepreneurial job (Miner 1993). Hence, if the entrepreneurial drive has to be inculcated in students, there is a requirement to motivate the need for achievement in them.

"Entrepreneurial drive (ED) is an individual's perception of the desirability and feasibility to proactively pursue opportunities and creatively respond to challenges, tasks, needs, and obstacles in innovative ways. Individuals with high levels of entrepreneurial drive are generally high achievers, possess high self efficacy, question the status quo, and have a preference for innovative solutions" (Florian, et.al, 2007 pg. 26).

The domain of encouraging students to be achievement oriented is well researched and it has been established that it has gains not only in terms of boosting entrepreneurial propensity of students in the long run, but also more immediate gains by enhancing their academic performance. As early as the 1970s, achievement motivation training (AMT) was introduced to the public school setting in the United States of America. This training was found to be positively associated with gains made by students in academic subjects, achievement thinking, internal control, and goal setting ability (Smith, 2011).

deCharms (1972) did a study on the impact of AMT on students from fifth to seventh grade. Classroom teachers were trained to conduct an achievement motivation program with their students. Using the Iowa Test of Basic Skills, it was discovered that students receiving the training scored at or above grade norms, while those students who did not receive AMT training generally fell behind expected grade levels.

Smith (1973) implemented AMT with twelfth grade students. The training comprised of teaching achievement thoughts and action strategies, and applying these concepts through goal setting exercises within their school situation. A pre-post-control group experimental design was used with random selection of participants. Findings confirmed significant change in achievement motivation levels and levels of internal control for the AMT group when compared to a control group.

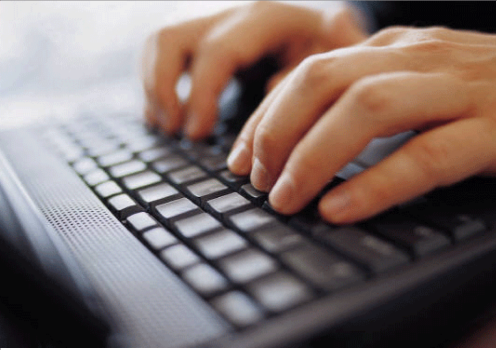
Cueva (2006) studied the impact of AMT program with young Hispanic children in grades first, second, third and fourth. The aim of this study was to see if achievement thinking and achievement behaviors could actually be taught and understood by children at this level. The majority of the sixty four students who participated in this study were Hispanic, attending a bi-lingual elementary school. Results of the study showed that children not only imbibed these concepts at a young age, but they were also able to apply what they were taught within the school environment. What becomes important then is to understand how to inculcate this need for achievement in students.

Several studies have demonstrated that cognition, behavior and goal setting as essential components in achievement motivation (Schuler, Sheldon, & Frohlich, 2010; Sheldon & Cooper, 2008, Lizarraga, Baquedano, & Oliver, 2010, Leeson, Ciarrochi, & Heaven, 2008). Hence, to encourage need for achievement, the following actions need to be taken viz. teaching achievement thinking (cognition); teaching and practicing achievement behaviors; using games and exercises along with teaching sessions; implementing a comprehensive planning or goal setting schedule that infuses achievement thoughts and behaviors; and encouraging students to believe in the change process that results in increased levels of achievement and performance (positive psychology). This is not a short but a lengthy process which can take years to bear some tangible results and which needs to be consistent. Students need to be taught how to take moderate risks, they need to be given immediate and concrete feedback to modify their goals, take personal responsibility and learn the skill for researching the environment (Smith, 2011).

Can Entrepreneurship be Taught?

According to career socialization theory, the decision to initiate a career is influenced by many social factors including exposure to educational experiences (Dyer, 1994). As per solid learning theory, entrepreneurial education can develop entrepreneurs, by enhancing business knowledge and fostering psychological attributes associated with entrepreneurs (Kruegar & Brazeal, 1994; Kourilsky & Walstad, 1998). Moreover, the personal characteristics associated with entrepreneurship can be influenced by education (Gorman, Hanlon, & King, 1997; Bechard & Toulouse, 1998). Entrepreneurship education doesnot necessarily begin at the enterprise creation stage, but much before that, at the inspiration stage. According to World Economic Forum Report to Global Education Initiative (2009, p.7):

"We believe entrepreneurial skills, attitudes and behaviors can be learned, and that exposure to entrepreneurship education throughout an individual's lifelong learning path, starting from youth and continuing through adulthood into



higher education as well as reaching out to those economically or socially excluded – is imperative."

Empirical studies have shown that entrepreneurship can be taught (Hannon, 2006), is required all levels of education (Gibb, 2006) and childhood and adolescence are the best time periods to promote and develop positive attitude towards entrepreneurship (Fillion,1994; Gasse, 1985) and acquire basic knowledge about it (Peterman & Kennedy, 2003).

Gasse (1985) also suggests that entrepreneurship should be a part of secondary school curriculum when entrepreneurship as a career option is still open, else it could be too late and have high switch over costs in the short run. Research has also proved that the supply of entrepreneurs can be increased by mounting a positive perception about the feasibility and desirability of entrepreneurship through educational preparation in the early years of life (Kourilsky, 1980).

Infact, students in schools themselves are interested in knowing more about entrepreneurship and getting entrepreneurship education. According to a Gallup survey of American high school students (as cited in Kourilsky & Carlson, 1997), 85% reported they knew little about business; 80% of high school students think that more entrepreneurship should be taught while 68% indicated a desire to learn more about entrepreneurship.

However, research suggests that some of the traditional education programs might be working in the opposite direction. 'Rote Learning' and 'Failure is not an option' work as antithesis of entrepreneurship. Rather what is required is 'Discovery of truth' and 'Taking Failure as a learning opportunity (Vaidya, 2007). According to the research conducted by Kourilsky (1990), 25% of kindergartners demonstrated important entrepreneurial characteristics (need for achievement and risk taking) compared to 3% of high school students.

Some researchers have also argued that instead of promoting entrepreneurship, formal education in general, encourages "Take a job" mentality and suppresses creativity and risk taking (Chamard, 1989; Plaschka & Welsch, (1990;Timmons,1994,Kourilsky, 1995). Students must be prepared to thrive in the unstructured and uncertain nature of entrepreneurial environments'. (Ronstadt,1990) therefore to support these learning goals, the students should be exposed to an uncertain and unstructured learning environment from the very beginning.

Movement for Integration of Entrepreneurship Education in the Mainstream School Curriculum

The field of entrepreneurship education for school children is not new. It has been a part of children's life through many formal and informal routes. One such medium being after school classes in countries like United States and Japan. There are many foundations and centers which are exclusively dedicated to this purpose (Edmond, 1995; Suvendrini, 2001; Brown, 2000).

The National Foundation for Teaching Entrepreneurship (NFTE) is one such nonprofit organization that teaches inner-city children how to become entrepreneurs. According to Kellner (2000:180-182),in 2000, thirty-six percent of 31000 children who had under gone the programme run by NFTE, went on to start their own businesses, ranging in annual revenues from $500 to $500 000. There are publications in United States like Kidpreneurs News, Black Enterprise for Teens and interactive websites like 'Fleet Kids by Fleet Bank' which teach children the nuances of entrepreneurship (Smith, 1999).

However, it is only towards the last decade of nineties that the movement to include entrepreneurship education into the regular school curriculum was initiated in many countries on a large scale. It was realized that many of the "entrepreneurial" skills and qualities are today considered as key competencies every employee should possess (Eurydice European Unit, 2002). Moreover, self-employment should be an occupational option for everybody, irrespective of educational background (Fuchs, Werner & Wallau,2008). Brilliant business ideas run the risk of remaining unexploited just because its "owner" never considered self-employment as an occupational option (Hynes, 1998).

Largely, the aim of entrepreneurship education has not been only to make students become entrepreneurs immediately, but it begins with making students enterprising in their approach through development of personal habits that enforce healthy self-esteem and goal setting. Entrepreneurship education introduces entrepreneurship as a career choice, it supports the entrepreneurial way of seeing and doing things and it characterizes a way of teaching and learning (Steyaert & Katz 2004). The aim has been to make students take more responsibility for themselves and their learning by inculcating a spirit of internal locus of control (Gibb,2006). According to Ruskovaara et. al, the learning

outcomes for entrepreneurship education could take various forms like- self oriented entrepreneurship (individual's self oriented behavior), internal entrepreneurship (individual developing enterprising and entrepreneurial attitudes) and external entrepreneurship (an individual starting a business). The learner should be encouraged to transfer acquired knowledge and skills to new contexts and to understand how different matters are linked with one another.

In 1991, the Superintendent-General of the former Department of Education and Culture in South Africa, ordered an enquiry for inclusion of entrepreneurship as a subject with the objective of making the students realize that they are role players in the economy and hence should become skillful consumers, manage their own money matters in a responsible way; develop a positive attitude towards productive work; and become successful entrepreneurs who could engage in entrepreneurial activities" (Department of Education and Culture: House of Assembly, 1992:1). However, it was integrated with study of economics, accounting and business law for Grade VI students. The course included subjects like basic economic concepts, role of entrepreneurs in the delivery of goods and services, identifying viable business opportunities and business management.

In England, it is compulsory for secondary schools to offer at least five days of enterprise education a year (BBC, 2005), and in 2007, a £180m budget over three years has been announced to fund enterprise education in the United Kingdom. In Ireland, Enterprise Education has been officially included in the curriculum of Senior Cycle Programmes (The European Commission, 2006, p. 22).

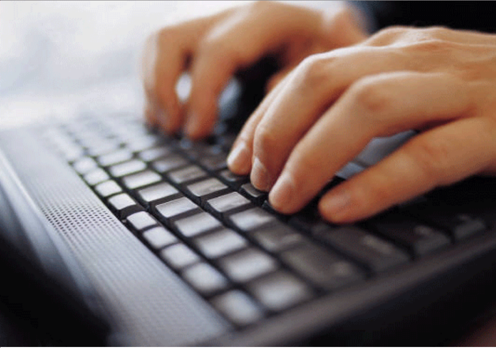
In Scotland, the Scottish Executive launched the 'Determined to Succeed' programme in 2002 to promote entrepreneurship education in primary and secondary schools (The European Commission, 2006, p. 30). In Spain, the curricular framework for secondary education includes a mini-company program (Empresa Joven Europea) that explicitly addresses entrepreneurship (The European Commission, 2006, p. 24). In Austria, the Entrepreneur's Skills Certificate was created to promote entrepreneurship education in secondary schools (The European Commission, 2006, p. 33).

While these are some examples of countries that introduced Entrepreneurship as a separate subject, there are other researchers who believe that a holistic approach to entrepreneurship education is required (Carrier, 2000). Networking and communication skills have been identified as important features of entrepreneurial people (Lackner, 2002) and hence, the educational context should place greater emphasis on interaction with others. According to Ball (1989) and the Swedish National Board for Industrial and Technical Development (2000), entrepreneurship in schools should be characterized by all those working methods that stimulate pupils' self confidence, self-knowledge, creativity, energy, and ability to cooperate and communicate. In case of entrepreneurship education, the question is of an attitude to learning and not of particular educational materials or special lessons. This also demands that evaluation of a course like entrepreneurship has to be context based and based on constructivist perspective. The constructivist perspective (Glaserfeld, 2000) challenges the dominant view of knowledge acquisition which is objectivism. According to objectivist view reality exists independently of the observer and can be 'discovered' through the use of a series of systematic steps to achieve verifiable facts about the external 'real' world.

Objectivism gives rise to a behavioral view of teaching and learning. In contrast, the constructivist perspective views knowledge as a form of mental representation, a construction of the human mind. Based on the above arguments, Lobler (2000) gave few principles for entrepreneurship education at school level. Some of them being - Helping the student to develop their abilities into competencies, letting them develop their own learning goals, encouraging students to consider the world of opportunities, deriving the content to be covered from the problems and learning goals identified by the students, not testing the students in the classical way, designing activities that require interaction and socio cognitive conflict, ensuring an open information flow between everybody in the classroom, not showing how to solve problems and not saying that an answer is correct or incorrect and supporting autonomy.

Entrepreneurship Education and Indian Education Scenario

It has been recommended that to enhance its current rapid economic growth rate, India must now provide opportunities for (1) education directed specifically at entrepreneurial skills, (2) financing of entrepreneurial efforts, and (3) networking among potential entrepreneurs and their experienced counterparts (Lal & Clement,2005). However, for a country which has the highest number of child laborers under



fourteen years of age in the world (UNICEF, 2012), and largest dropout rates from school (Kingdon, 2007), teaching entrepreneurship to students in schools might seem like a farfetched goal. The Public Report on Basic Education (Probe Team, 1999) was the first serious evidence-based study of the state of primary schooling quality in India, based on a survey of schooling facilities in 242 villages across ve north Indian states—Bihar, Madhya Pradesh, Rajasthan, Uttar Pradesh, and Himachal Pradesh—in 1996. Probe found very poor school infrastructure, e.g. 26 percent of schools did not have a blackboard in every classroom, 52 per cent had no playground, 59 per cent no drinking water, 89 per cent no toilet, 59 per cent no maps or charts, 75 per cent no toys, 77 per cent no library, and 85 per cent no musical instruments (Probe Team,1999, p. 42). Although, the situation has improved slightly (Pratham, 2006), the current state of school facilities is nevertheless clearly far from satisfactory, with substantial proportions of primary schools still without the most basic essentials, such as drinking water, toilets, furniture, teaching aids, and books, let alone more advanced resources such as fans, playgrounds, musical instruments, computers, etc.

Nevertheless, we should not forget that it is the same country which also has 37 International Baccalaureate schools and nearly 200 schools that offer the Cambridge qualifications (Economics Times, 2007). These schools have the best infrastructure matching the world standards and are among the high fee charging schools forming what can be termed as the neo-elite schools. These schools can lead the way of sowing the seeds on entrepreneurship education and incorporating it in K-12 curriculum. There are several corporate funding organizations like Azim Premji Foundation and non-profit foundations like Eklavya Foundation, Icreate in association with National Foundation for Teaching Entrepreneurship, Pravah etc. who are working with schools all over India to improve their curriculum and enhance their education to match global levels (Kee et. al, 2006). Such organizations can play a key role in the introduction and development on entrepreneurship education in schools of India.

LIMITATIONS AND FUTURE DIRECTIONS

The author has made an attempt to highlight the various ways in which countries across the world are attempting to incorporate entrepreneurship education into their curriculum. However, this review is solely based on the online research of the papers and reports accessed by the author. There is a possibility that a search done using other search terms or another methodology and databases may bring out much more layers of this entrepreneurship education movement in schools. Hence, there is scope of extending this research in that direction. Also, since most of these studies have been in western context, researchers can test these models in South- Asian contexts and a cross-cultural analysis can be done on whether such teaching pedagogy is successful across nations or they need to be customized on the basis of culture and country specific requirements.

The Way Forward for Entrepreneurship in School Education

To be successful entrepreneurs, children should learn, from an early age, to be well-informed consumers, develop the right approach towards work, and develop the skills needed to identify feasible business opportunities. In the words of Moloi (1995:1), young entrepreneurs must become "... masters of their own destinies".

Education system can achieve this goal through the right mix of skill education, experiential learning and inculcating the correct mindset and attitudes in children. It has to be a blend of explicit (business and economic concepts, laws etc.) and implicit (behavioral skills like networking, taking calculated risks etc.) knowledge. As said earlier, it is the responsibility of all the stake holders and not only the education system. An active involvement from the government through conducive policies and provision of resources, guidance and motivation by parents at the home end are also necessary along with bringing reforms in the education system. There can be many hurdles in the introduction of entrepreneurship education into schools also because the schools themselves differ in terms of culture, orientation, funding (public/private/government), location (rural/urban) etc. Moreover, teacher education and training to teach a learner oriented subject like entrepreneurship will be necessary as it is very different from any regular subject taught in schools. It might also demand cultural and structural changes in schools (Heilbrun, 2010). While there are many schools in countries like India who are battling with problems of lack of basic amenities, dearth of sufficient number of trained and qualified teachers, high dropout rates etc. there are also others which are very much capable of leading the change and inspiring others to follow. Entrepreneurship education shall be one such leap into the future.

Article



REFERENCES

1. BBC (2005), "Pupils 'eager for enterprise'", BBC News, 10 November, available at:

   http://news.bbc.co.uk/1/hi/education/4421848.stm (accessed 2 July 2012).

2. BBC (2007), "Can you teach entrepreneurship?", BBC News, 8 June, available at:

   http://news.bbc.co.uk/1/hi/education/6735325.stm (accessed 4 July, 2012).

3. Bechard, J.P. & Toulouse, J.M. (1998). Validation of a didactic model for the analysis of training objectives in entrepreneurship. Journal of Business Venturing, 13(4), 317-332

4. Blanchflower, D. and Oswald, A. (1990), "What makes an entrepreneur?", Paper 373, London School of Economics, London.

5. Brown C (2000)Money, power, respect. Black Enterprise, 30:98-102.

6. Bygrave, W.D. & Hofer, C.W. (1991) "Theorizing about Entrepreneurship", Entrepreneurship Theory and Practice, 16, 13-22

7. Canter, D. (1985). Facet Theory: Approaches to Social Research, Springer, New York.

8. Carrier, C. (2000), "Is it possible to teach creativity, innovation and entrepreneurship?", Cahier de recherche CR 00-6, Institut de Recherche sur les PME, University of Quebec in Trois Rivieres, Trois Rivieres.

9. Cassidy, T. and Lynn, R. (1989). 'A multifactorial approach to achievement motivation: The development of a comprehensive measure', Journal of Occupational Psychology, 62, 301 -3 12

10. Chamard, J. (1989). Public Education: Its effect on entrepreneurial characteristics, Journal of Small Business and Entrepreneruship, 6(2), 23-30.

11. Cueva, C. (2006). An achievement motivation program for young minority students utilizing cognitive-behavioral techniques (Doctoral dissertation Texas A&M University-Corpus Christi). Available from ProQuest Dissertations and Theses database. (UMI No. 3233955)

12. Dahlgren, H. (1999), "Entreprenörskap - Hur, vad och varför? ("Entrepreneurship - how, what and why?")", Rapport från Institutet för Individanpassad Skola Report of the Institute for Individualized Schooling, Stockholm.

13. deCharms, R. (1972). Personal causation training in the schools. Journal of Applied Social Psychology, 2, 95-113.

14. Department of Education and Culture (HOA) 1992. Working Document: Economic Education. Pretoria: Government Printer

15. Department of Education and Culture (HOA) 1994. Draft Core Syllabus : Economic Education. Pretoria: Government Printer.

16. Drucker, P.F. (1985) .Innovation and entrepreneurship. New York: Harper & Row.

17. Dyer, G. (1994) Toward a theory of entrepreneurial careers. Entrepreneurship Theory and Practice, 19(2), 7-21

18. Economics Times (2007).Policy missing on setting up international schools. Economic Times, The (India), Apr 16, 2007

19. Edmond A. (1995) How to raise a successful Black child. Black Enterprise, 26:162-165

20. Elizur, D. (1970). Adapting to Innovation: A Facet Analysis of the Case of the Computer. Jerusalem Academic Press, Jerusalem

21. European Commission (2006), Entrepreneurship Education in Europe: Fostering Entrepreneurial Mindsets through Education and Learning, available at: http://ec.europa.eu/enterprise/entrepreneurship/support_measures/training_education/doc/oslo_report_final_2006.pdf (accessed 8 July 2012).

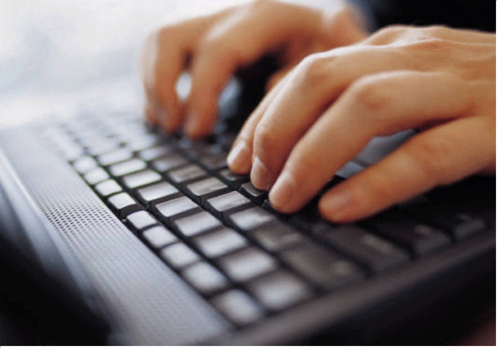
22. Eurydice European Unit (2002), "Survey 5: Key Competencies - A Developing Concept in General Compulsory Education", Eurydice European Network on Education, Brussels

23. Filion, L. (1994). Ten steps to entrepreneurial teaching. Journal of Small Business and Entrepreneurship, 11(3): 68-78.

24. Florian, J. Karri, R. & Rossiter N. (2007). Fostering entrepreneurial drive in business education: An attitudinal approach. Journal of Management Education, 31: 17 – 42.

25. Fuchs, K., Werner, A. & Wallau, F., (2008). Entrepreneurship education in Germany and Sweden: what role do different school systems play? Journal of Small Business and Enterprise Development ,15 (2), pp. 365-381.

26. Gasse, Y. (1985). A strategy for the promotion and identification of potential entrepreneurs at the secondary level. Frontiers in Entrepreneurship Research, 538-554.



27. Gibb, A. (2006), "Entrepreneurship/Enterprise Education in Schools and Colleges: Are we really building the onion or peeling it away?" Paper presented in National Council for Graduate Entrepreneurship, working paper 039/2006. Available online at: <http://ncge.com/communities/research/reference/detail/880/7>. Accessed 2 July 2012

28. Glasersfeld E. von,(2000) Radical constructivism and teaching. Scientific Reasoning Research Institute, University of Massachusetts.

29. Gorman, G. Hanlon, D., & King W. (1997). Some research perspectives on entrepreneurial education, enterprise education, and education for small business management: A ten year review. International Small Business Journal, 15 (3), 56-77

30. Heckhausen, H. (1967). The anatomy of achievement motivation. New York: Academic Press.

31. .Heilbrunn, S. (2008). “Factors Influencing Entrepreneurial Intensity in Communities”, Enterprising Communities: People and Places in the Global Economy, Vol. 2 (1): 37-51

32. Heilbrunn, S. (2008), “Advancing Entrepreneurship in an Elementary School: A Case Study”, paper presented at Institute for Small Business & Entrepreneurship conference, Belfast, November.

33. Hisrich R D & Peters MP (1998) Entrepreneurship,4th edn. New York: Prentice Hall.

34. Hynes, B. (1996) "Entrepreneurship education and training - introducing entrepreneurship into non-business disciplines". Journal of European Industrial Training, 20 (8), 10-17.

35. Hynes, B. (1998), "Encouraging entrepreneurial behavior in non business students - the issues in program design", in Scott, M.G. (Ed.), Educating Entrepreneurs for Wealth Creation, Ashgate, Aldershot, pp. 85-99.

36. Kee J., Rodrigues P., Kundu S., Racine L.(2006) Entrepreneurship Curriculum. Sasakawa Young Leaders Fellowship Report. Retrieved from http://www.sylff.org/pdf/fellows/JIP2006_23.pdf on 19 August, 2012

37. Kellner T (2000). Rockefellers in the hood. Forbes, 24 July.

38. Knight, F. H. (1921) Risk Uncertainty and Profit, 2e. London: Houghton-Mifflin Co.

39. Kourilsky, M.L. (1980). Predictors of entrepreneurship in a simulated economy. The Journal of Creative Behavior, 14(3), 175-199.

40. Kourilsky, M.L., & Walstad, W. B. (1998). Entrepreneurship and female youth: Knowledge,attitudes, gender differences, and educational practices.Journal of Business Venturing, 13(1), 77-88.

41. Kroon J (ed .) 1(998). Entrepreneurship. Start your own business. Pretoria: Kagiso.

42. Krueger, N. & Brazeal, D. (1994). Entrepreneurial potential and potential entrepreneurs. Entrepreneurship Theory & Practice, 19(2), 91-104.

43. Kukla, A. (1978). An attributional theory of choice. In L. Berkowitz (Ed.), Advances in experimental social psychology (Vol. 11, pp. 113-144). New \brk: Academic Press

44. Lackner, S. (2002), Voraussetzungen und Erfolgsfaktoren unternehmerischen Denkens und Handelns: Eine empirische Analyse mittelständischer Unternehmen ([Preconditions and Success Factors of Entrepreneurial Thinking and Acting: An Empirical Analysis of Medium-sized Enterprises]), Verlag Dr. Kovac , Hamburg

45. Lal, Anil K., and Ronald W. Clement (2005) Economic development in India: the role of individual enterprise (and entrepreneurial spirit). Asia – Pacific Development Journal, Vol. 12, No. 2, December 2005. pp. 81 – 99.

46. Lizarraga, M. L. S., Baquedano, T. S., & Oliver, M. S. (2010). Stimulation of thinking skills in high school students. Educational Studies, 36(3), 329-340. doi:10.1080/0305569090342503

47. Leeson, P., Ciarrochi, J., & Heaven, P.C.L. (2008). Cognitive ability, personality, and academic performance in adolescence. Personality and Individual Differences 45, 630-635

48. Levy, S. (1981). 'Lawful roles of facets in social theories'. In: Borg, I. (Ed.) Multidimensional Data

49. Maehr, M. L., & Nicholls, J. G. (1980). Culture and achievement motivation: A second look. In N. Warren (Ed.), Studies in cross-cultural psychology (Vol. 2, pp. 221-267. New York: Academic Press

50. McClelland, D. C. (1961). The Achieving Society. Princeton, NY: Van Nostrand.

51. McClelland, D. C. (1965). “Need Achievement and Entrepreneurship: A LongitudinalStudy,” Journal of Personality and Social Psychology 1, 389–392

52. McClelland, D. C., Atkinson, J. W., Clark, R. A., 4 Lowell, E. L. The Achievement Motive. New York: Appleton-Century-Crofts, 1953

Article

53. Lopez, B. (2008). The efficacy of an achievement motivation program (Doctoral dissertation Texas A&M University-Corpus Christi). Available from ProQuest Dissertations and Theses database. (UMI No. 3322113)

54. Moloi M (1995). Message from the chairperson. EWET Prospectus

55. Plaschka, G.R. & Welsch, H.P. (1990). Emerging structures in entrepreneurship education:Curricular designs and strategies, Entrepreneurship Theory and Practice, 14(3), 55-71.

56. Pratham (2006), 'ASER 2005—Annual Status of Education Report', New Delhi, Pratham, February.

57. Probe Team (1999), Public Report on Basic Education in India, New Delhi, Oxford University Press.

58. Ronstadt, R. (1987). The educated entrepreneurs: A new era of entrepreneurial education is beginning, American Journal of Small Business, 11(4), 37-53.

59. Ruskovaara, E., T. Pihkala, T. Rytkölä & J. Seikkula-Leino (2010) "Studying Teachers' Teaching Methods and Working Approaches in Entrepreneurship Education." Paper presented at the ESU Conference, Tartu, August 22-28.

60. Sagie, A. (1994). 'Assessing achievement motive: Construction and application of a new scale using Elizur's multifaceted approach', Journal of Psychology, 128, 5 1-62.

61. Sagie, A., Elizur, D. and Yamauchi, H. (1996), "The structure and strength of achievement motivation: a cross-cultural comparison", Journal of Organizational Behavior, Vol. 17 No. 5,pp. 431-44

62. Sarason, Y., Dean, T. & Dillard., J.F. (2006) "Entrepreneurship as nexus of individual and opportunity: A structuration view", Journal of Business Venturing, 21, 286-305.

63. Schumpeter, J. A. (1934) The Theory of Economic Development. Cambridge, MA: Harvard University Press.

64. Shane, S. & Venkataraman, S. (2000) "The Promise of Entrepreneurship as a Field of Research", Academy of Management Review, 25 (1), 217-226

65. Shye, S. and Elizur, D. (1994). Introduction to Facet Theory: Content Design and Intrinsic Data Analysis in Behavioral Research, Sage, Thousand Oaks, CA

66. Smith D (1999). Schooled in business. Black Enterprise, 30:203-205.

67. Smith, R. (1973). Achievement motivation and achievement motivation training. In R. Smith & G. Walz (Eds.), Developing students' potentials (pp. 5-17). Washington, DC: Education Resources Division Capitol Publications, Inc.

68. Smith, R. (2011). Achievement motivation training: An evidence-based approach to enhancing performance. Retrieved from http://counselingoutfitters.com/vistas/vistas11/Article_56.pdf on 18 August, 2012

69. Spence. J. T.. Pred, R. S. and Helmreich, R. L. (1989). 'Achievement strivings, scholastic aptitude, and academic performance: A follow-up to "Impatience versus achievement strivings in the Type A pattern"', Journal of Applied Psychology, 74. 176- 178

70. Steyaert, C. & Katz, J. (2004), "Reclaiming the space of entrepreneurship in society: Geographical, discursive and social dimensions", Entrepreneurship & Regional Development ,16, 179-196.

71. Solomon, G.T., K.M. Weaver, and L.W. Fernald (1994) A historical examination of small Business management and entrepreneurship pedagogy, Simulation and Gaming 25 (3), 338-352

72. Suvendrini K. (2001). Young Turks. Asian Business, 37:70.

73. UNICEF (2012) The State of The World's Children – 2011.Retrieved from

http://www.unicef.org/sowc2011/pdfs/SOWC-2011-Main-Report_EN_02092011.pdfon 19/8/2012

74. Vaidya S. (2007) Entrepreneurship Oriented Teaching-learning Processes Under School Education Programme. A Need for Contextual Epistemology. Journal of Indian education. Volume XXXII Number 1.Entrepreneurship Oriented Teaching-learning Processes Under School Education Programme.

75. World Economic Forum, "Global Education Initiative," Educating the Next Wave of Entrepreneurs: Unlocking entrepreneurial capabilities to meet the global challenges of the 21st Century 2009.

https://members.weforum.org/pdf/GEI/2009/Entrepreneurship_Education_Report.pdf(accessed on 8 July,2012)

DIAS Technology Review

An International Journal of Business and IT

Listed in the Cabell's Directory, USA since 2003

DIAS brings out a refereed Bi-annual Journal DIAS Technology Review - The International Journal for Business and IT. The journal intends to bring forth novel concepts and relevant practices in the field of management and IT. Contribution from Academicians, Corporate Personnel, Research Scholars in the form of Articles, Case Studies, Book Reviews, and Ph.D Abstracts for the publication in the forthcoming issues are invited. Submission deadlines for the same are March 31st (spring issue) and September 30th (fall issue). For the detailed guidelines, contributors may log on to the Institute's http://www.dias.ac.in

All manuscripts may please be sent both in soft copy and hard copy as per the details given below :-

ELECTRONIC SUBMISSION

The electronic submission must be in the form of an attachment with a covering letter to be sent as e-mail to the editor at dias@dias.ac.in

SUBMISSION Via POST

Dr. S.N.Maheshwari
Chief Editor
DIAS Technology Review
Delhi Institute of Advanced Studies
Plot No.6, Sector 25,
Delhi - 110 085 (India)

SUBSCRIPTION DETAILS

Academicians, practitioners and students aiming to keep abreast with the latest developments in the areas of business and IT may subscribe to the journal. For subscription, a request may be sent to the Editor via email, phone and/or letter. The present subscription rates are: -

CATEGORY	1 Year	2 Years	3 Years
Indian (In ₹)			
- Institution	400	600	1000
- Individual	250	350	450
- Student	150	250	350
Foreign (in US $) Air Mail	50	80	120
Single Copy (in ₹) 250/-			
(US $) - 30/-			

** Subject to change without prior notice*

THE LATEST BUZZ

MANAGEMENT

INNOVATIVE COMPANIES DON'T FEAR FAILURE

The world's most innovative companies welcome and harness failure to help them devise more successful ideas. That's according to a new report from the Economist Intelligence Unit examining what it is that characterizes the most innovative companies. Cultivating business-led innovation found that innovative companies actively gather feedback and ideas from everywhere they can. Top innovators recognize that collecting many ideas is the first step to identifying the great ones.

Many companies are not effectively capitalizing on internal resources that might foster innovation. Creating openness is a major challenge for many companies, especially larger firms, which are more likely to silo their innovation than smaller firms.

IT departments, in particular, tend to be underutilized. The primary responsibility of their IT department is to implement innovations. IT has the potential to generate innovations of its own, educate staff about key new technologies and scout for innovators inside the company.

This is particularly important because the areas which appear to offer the greatest opportunity for innovation are of disruptive new technologies, big data and social media but lack of knowledge of how best to leverage these technologies, plus security concerns, still remains a challenge.

CUSTOMER RELATIONSHIPS: BREAKING UP IS HARD, MAKING UP IS HARDER

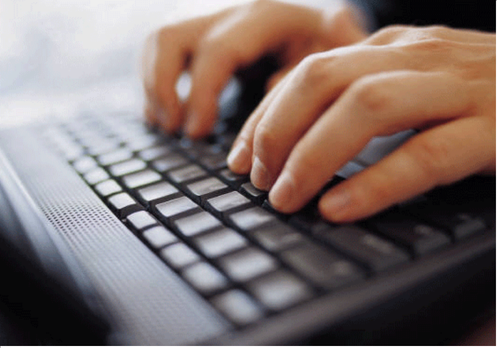
Customers often break up with brands that ignore them. For instance, although 90% of retailers are active on Twitter, only 29% use it to engage with shoppers. That's just one example of why customers may feel the relationship with a brand is one-sided and no one likes a one-sided relationship. The feeling of unreciprocated admiration will often cause customers to break up with brands. On an average, a business loses about 20% of its customers just by failing to tend to customer relationships. According to infographic by 360connext, the number can be as high as 80%. But do customers really expect brands to respond immediately to their questions? Not all do. Half of consumers would give brands a week to respond to their question, any longer than that, will make consumer to take their business elsewhere. Moreover, brands never assume that lost customers will be wooed back. A business has only a 20%-40% chance of winning back a former customer. So, why not instead focus on retaining customers and maintaining healthy relationships with them!

INDIA'S BIGGEST SHOPPING DISTRICT THEAGARAYA NAGAR IN CHENNAI TO GET A RETAIL MAKEOVER

Just like many of its shoppers, Theagaraya Nagar-reputed to be the biggest shopping district in India by revenue-could be heading for a much-needed makeover, giving national retailers a chance to set up shop in much sought-after area. For long, this 6 km-long stretch has been the heart of shopping not only for Tamil Nadu, but also the whole of South India.

RATAN TATA RETIRES, CYRUS MISTRY TAKES OVER

On his 75th birthday, Ratan Naval Tata, who led the transformation of the Tata group from a conventional corporate house into a $100-billion global conglomerate with high profile acquisitions retired as the Chairman of the group which he had joined 50 years ago. In 1991, Tata was appointed as the chairman of the Tata group. Under his stewardship, Tata Tea acquired Tetley, Tata motors acquired Jaguar Land Rover and Tata Steel acquired Corus, which turned Tata from a largely India-centric company into a global business, with 65% revenues coming from abroad. He also pushed the development of the Tata Indica and the . Ratan Tata retired from all executive responsibility in the Tata group on 28th Dec 2012 and he is succeeded by Cyrus Mistry, the 44-year-old son of construction magnate Pallonji Mistry. Under Tata, the group also made great strides when it capitalized on the sunrise industry of information technology in the 90's. With revenues of over $10 billion in 2011-12, Tata Consultancy Services (TCS) is one of the largest IT companies in India.



EXPANDING CORPORATE SOCIAL RESPONSIBILITY

Corporate Social Responsibility (CSR) practices continue to expand and evolve as companies marry their CSR policies more efficiently to their daily practices. CSR is a company-wide policy and has become an integrated part of the daily business and is managed not just by a department but the company as a whole. The hybrid of mid-and long-term planning has made CSR more transparent in operating terms and more visual for customers and service users. The concept that was viewed as a fad or transformation that wouldn't necessarily last, has evolved into the wider-reaching scope, where employee working conditions, hiring practices, supply relations, environmental issues, community contributions, reinvestment in infrastructure, fair trade and many other topics are explored. A significant change has taken place over few years in terms of benchmarking and evaluation of CSR performance. Recently, United Nations have added CSR standards to their global legislation enhancing a more refined global approach to CSR.

According to 'The Companies Bill, 2012',every company having net worth of rupees 500 crore or more, or turnover of rupees 1000 crore or more or a net profit of rupees 5 crore or more during any financial year shall constitute a Corporate Social Responsibility Committee of the board consisting of three or more directors, out of which at least one director shall be an independent director. The board of every company shall ensure that the company spends in every financial year atleast 2% of the average net profits of the company made during the three immediately preceding financial years in pursuance of its CSR policy. All these measures will make a company do 'things' which are automatically considered to be good and will also provide a serious approach to properly measuring and indexing CSR performance to create a better tomorrow for all.

GEN X: THE MOST DEMANDING AGE GROUP IN THE WORKPLACE

According to an international study of hiring managers and HR professionals released in October 2012, employee's demands would depend on two different type of generations, Generation X born from 1962 to 1979 and millennial generation born from 1980 onwards. As per an online survey in September 2012, the experiences of 1533 HR managers throughout Australia, France, Germany, the Netherlands, United States and the United Kingdom quoted that generation X has become the most demanding age group in the organizations and their demands are quite different as compared to the job candidates from the millennial generation. The employees from generation X are most likely to ask for higher pay, higher bonuses, higher job titles, job promotions, etc. In contrast, Job candidates from Y generations are more likely to demand for training and development, job perks such as free drinks or time off to volunteer, flexible working hours, fun and relaxation programmes etc. The employees with good experience in the workplace are less timid to ask for money as compared to employees with less time in the organization. Moreover, generation X was least likely to request any additional job benefits, whereas millennial, above money has more to add to their work life.

MICROSOFT ARC SOFT KEYBOARD COMING TO WINDOWS PHONE 8?

Microsoft has been on a roll lately in terms of newsworthy announcements. Firstly, Windows 8 and decommission of the Start button, then the Surface tablet announcement, Windows Phone 8 details and the acquisition of Yammer for $1.2 billion. The latest piece of news is the screenshot taken from a Microsoft Research presentation.

Many companies have been working on innovating the touch keyboard found on most Smartphones. But, here Microsoft has managed to take it in another direction by attempting to develop a touch keyboard that is easy and simple to use with just one hand without imitating Swype. To implement this, Microsoft has angled the keyboard to a curve to match the natural reach of thumb across the screen. It has grouped multiple letters to one key reminiscent of the keypads found on non-Smartphone which will probably function similar to T9 input.

The addition of a one-handed keyboard, being introduced in Apollo, should be no surprise to anyone who follows the rumor mill surrounding windows phone. Just over a year ago there was a leaked shot of an un-wiped whiteboard in a video about Microsoft working on white space data transmission in UK that reveals Microsoft have had this concept in mind for quite some time.

INFORMATION TECHNOLOGY

STRONGMAIL LAUNCHES NEXT-GENERATION CLOUD-BASED DATA INITIATIVE LEVERAGING AMAZON REDSHIFT TO BREAK DOWN MARKETING BARRIERS

STRONGMAIL, a leading provider of email marketing and cross-channel marketing solutions for enterprises, announced that it will leverage amazon redshift, amazon web services' fastest, fully-managed, petabyte-scale data warehouse service in the cloud. Strongmail customers will be able to use Amazon Redshift to store and analyze vast quantities of data easily and economically. Using StrongMail's cutting-edge platform, marketers will have an access to all of its consumer data – driving more intelligent consumer insights and leading to more profitable marketing campaigns.

According to a recent report in the Harvard Business Review, 2.5 exabytes of data is created every day. In fact, nearly 90 percent of the data in the world today was created in just the last two years. Enterprise marketers are at the forefront of this trend, gathering data from all parts of the organization in an attempt to better inform their marketing strategies and tactics. These efforts have required huge commitments of time and resources, from massive fixed investments in data warehousing infrastructure, to the need for in-house specialists to standardize data and create actionable insights.

Ultimately, marketers have been constrained by how much information they could gather, due to performance limitations inherent in previous data infrastructures. StrongMail's use of Amazon Redshift will address and solve this growing problem. Now StrongMail customers will be able to store, access and analyze as much data as they require.

Data warehouses for large and changing datasets require significant time and resources to administer. By building upon Amazon Redshift with StrongMail's innovative new technologies, the customers will be able to easily garner new previously hard-to-capture customer insights. The out-of-date architecture of other ESPs limits marketing's ability to access and leverage a broader set of customer data. By eradicating these barriers, StrongMail helps to deliver the power of big data into the hands of enterprise marketers.

INSECTS INSPIRING NEW TECHNOLOGY: AUTONOMOUS NAVIGATION OF MOBILE ROBOTS BASED ON LOCUST VISION

Scientists from the University of Lincoln and Newcastle University have created a computerized system which allows for autonomous navigation of mobile robots based on the locust's unique visual system. The work could provide the blueprint for the development of highly accurate vehicle collision sensors, surveillance technology and even aid video game programming.

Locusts have a distinctive way of processing information through electrical and chemical signals, giving them an extremely fast and accurate warning system for impending collisions. The insect has incredibly powerful data processing systems built into its biology, which can in theory be recreated in robotics.

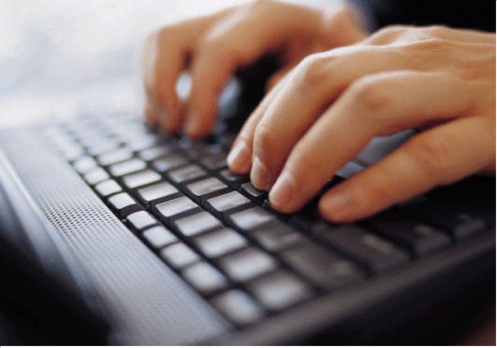
Inspired by the visual processing power built into these insects' biology, Professor ShigangYue from the University of Lincoln's School of Computer Science and Dr Claire Rind from Newcastle University's Institute of Neuroscience created the computerized system. Their findings are published in the International Journal of Advanced Mechatronic Systems.

The research started by understanding the anatomy, responses and development of the circuits in the locust brain that allows it to detect approaching objects and avoid them when in flight or on the ground. A visually stimulated motor control (VSMC) system was then created which consists of two movement detector types and a simple motor command generator. Each detector processes images and extracts relevant visual clues which are further converted into motor commands. The primary objective of the project, which started in 2011, is to build international capacity and cooperation in the field of biologically inspired visual neural systems.

GOOGLE ADDS FEE-BASED SUPPORT SERVICES FOR CLOUD PLATFORM CUSTOMERS

Google has launched fee-based support services for customers of its cloud platform and infrastructure products, like App Engine, Compute Engine, Cloud Storage, and Big Query. Google has been criticized over the years for having weak technical support both for consumers and enterprise customers. It rolled out a four-tier support program, the bronze, silver, gold and platinum tier specifically for customers of its cloud platform services.

The Bronze tier, which is free, includes access to online documentation, community forums and billing help. Building on those services, the Silver tier, which costs $150 per month per account, adds the ability for customers to ask the cloud



platform support team questions via email related to product functionality, best practices and service errors.The Gold tier, which starts at $400 per month, adds around-the-clock phone support and consultation on application development, best practices or architecture issues. In the Gold tier, $400 fee is the minimum charge for all customers, and Google then adds a percentage of the customer's total monthly usage fees for all cloud platform products if the fees exceed $4,000 per month. The top Platinum tier gives customer direct access to a technical account management team.

AMAZON'S CLOUD-BASED DATA WAREHOUSE REDSHIFT NOW AVAILABLE

Amazon web service has made available to all its users the cloud-based data warehouse Redshift, which it pitches as a lower-cost alternative to on-premise deployments. Traditional data warehouse solutions are really expensive and complicated to manage. Redshift, on the other hand, is about a tenth of the cost, and also automates the deployment and administration. Good security and reliability are key ingredients for any data warehouse. According to Amazon, data written to a node in a Redshift cluster is automatically replicated to other nodes within the cluster and the entire data is continuously backed up to Amazon's Simple Storage Service (S3).

TWITTER RAISES THE PRICE OF PROMOTED TRENDS TO $200K PER DAY

Twitter has increased the price of their Promoted Trends feature to $200,000 per day. The new pricing went into effect earlier this year and represents a 33 percent increase over the previous price of $150,000 and a 150 percent increase over the $80,000 asking price when the service was launched in 2010.

The service, an extension of the promoted tweets platform, allows an advertiser to purchase a trending topic which sits at the top of the trending topics list on Twitter. A user can click the promoted trend to view all tweets containing the trending hastag or trending terms. $200,000 per day may seem like an awful lot of money but if any major business is planning to increase interest in a given product, service or event, it appears to be a viable advertising campaign. Companies like HBO, Hyundai USA, JetBlue, Samsung and Virgin have taken advantage of the service so far. All of this comes as Twitter may be preparing to go public in near future. According to Greencrest Capital, the platform could be worth as much as $11 billion by this time next year.

VODAFONE AND BAE DEAL TO TACKLE CYBER THREAT

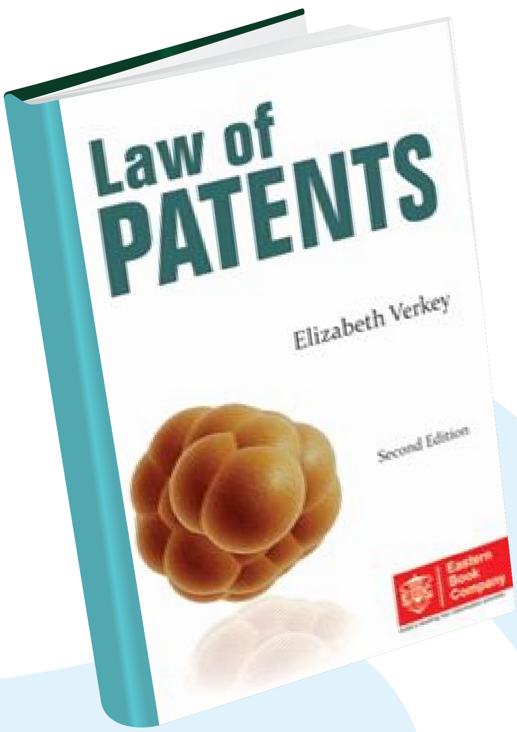
Vodafone and BAE Systems have teamed up to develop technology to protect businesses from cyber attacks. The mobile phone giant and the defence firm together have formed a five-year partnership to protect their businesses with products and services initially focused on smartphones and tablets.

Its first commercial product will be a cloud-based mobile security solution, called Vodafone Mobile Threat Manager, which will work to scan traffic to and from a company's mobile devices to stop 'spear phishing' – when hackers try to trick employees into giving away company details. The BAE technology will be developed to protect against sophisticated attacks on company's data, firms explained. BAE is increasingly branching out into its cyber technology arm as further cuts are made in the defence market.The service – which will be available to Vodafone's business customers – will use cloud computing to safeguard against malicious attacks, and block inappropriate content, without impacting on device performance.

Vittorio Colao, CEO of Vodafone Group, said: 'Mobile is transforming enterprise; businesses big or small now rely on mobile services to an extent unimaginable five years ago.'As a new generation of mobile-centric security risks begins to emerge, customers are looking for help to shield their businesses.' Under the terms of the partnership, BAE Systems will also confirm its intention to select Vodafone as its preferred global supplier of mobile communications, excluding the US.

The mobile provider will provide services to BAE Systems' 35,000 UK employees from July 2013, with a view to expand these services across its global workforce over the term of the contract. Ian King, CEO of BAE Systems, said: 'This partnership is unique, not only in bringing together a defence and security player with a major communications provider, but also in its ability to help global enterprises realise their ambitions around leveraging the future of communications technologies in a secured manner. 'These technologies are subject to the vulnerabilities of cyber space and can provide the mobile marketplace with protection against current and advanced threats of the future.'

BOOK REVIEWS



LAW OF PATENTS

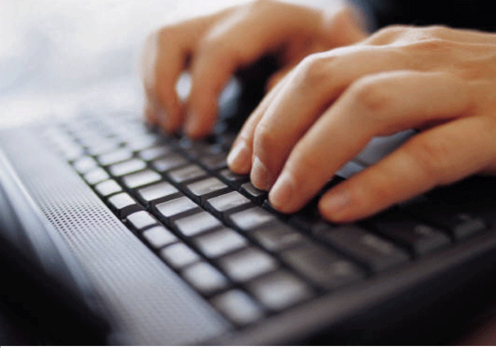
Author	:	Elizabeth Verky
Publisher	:	Eastern Book Company, Lucknow
Edition	:	IInd, 2012
Pages	:	997
Price	:	₹ 1250
Reviewed by	:	Dr. Anju Batra, Faculty, DIAS

Patent; the word connotes the legal rights over product or process inventions that entitle the owner to prevent others from unauthorized manufacture, use or sale of inventions in open market to retain the benefit of research and development to the innovating organization. To maintain the trade secrecy, the advancing technology, innovations and ever increasing complexity of inventions, has increased the relevance of in depth study of patent law. The field of drugs, chemicals, microbiology, genetic engineering, electronics and semi-conductor chip technology needs to determine the nature of invention in all specifications to ascertain and formulate the monopoly claims as well as patent grants to the inventors & monopolists. Thus, the Law of Patents and the provisions of Patent Act have become a subject of current legal importance in India.

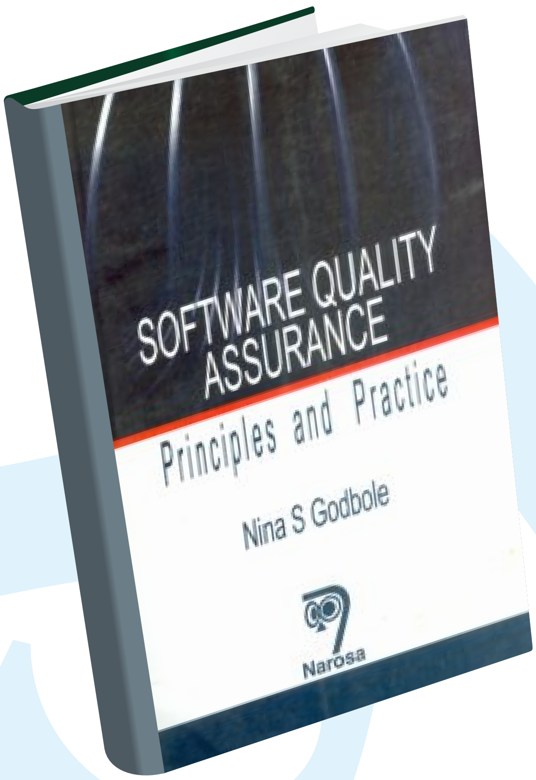
The subject matter of the book is perched in XIX chapters, ranging from its history and philosophy to numerous issues related to patents and intellectual property. Chapter I to III describe the evolution of patent law narrating its early history, legal status, various types, affiliated theories of intellectual property and development in international as well as Indian patent protection. They also narrate the provisions of Patent Cooperation Treaty, European Patent Convention, Community Patent Convention, World Intellectual Property Organization & Trade related Intellectual Property Rights. Patents are granted to inventions that satisfy the statutory requirements of novelty, inventive step and industrial application. The topic Patentable's subject matter in chapter IV defines Patent eligibility and includes certain categories of inventions also. Frivolous inventions and inventions contrary to natural laws, admixture of substances, inventions related to atomic energy and traditional knowledge have been very clearly discussed with cases.

The procedure of patent application in India, i.e. persons entitled to apply for patent, grant & sealing of patent, rights of patentees, examination of application and opposition to grant are the issues discussed in chapter "Patent Prosecution". It also deals with provisional specifications, their contents, definiteness & enablement and the relationship between claims & specifications. Similarly, another chapter gives an overview of revocation and surrender of patents.

The advancing chapters explain the compulsory licensing under the TRIPS Agreement, exclusive marketing rights, infringement and various Acts constituting infringement in different countries. Huge amount of legal information related to defenses, rights, remedies and post expiration injunctive reliefs has been packed in a simple and lucid language supported with appropriate cases. The author has provided detailed knowledge on Appellate Board, its powers and the powers of controller. The controversial issues like control of anti-competitive practices and abuse of intellectual property rights as well as extended patent protection to Indian pharmaceutical industry have been tackled adroitly by the author of this book.



The book is written in a reader friendly manner incorporating original thinking, introspective exposition and analytical simplicity. The text of the book is in plain and lucid language. The modest pricing by the publisher makes it very affordable. The up to date research for case laws in various jurisdictions has enhanced its practical approach and made it a prized possession for all those connected with patents, such as lawyers, patent attorneys, scientists, engineers, technologists as well as researchers.



SOFTWARE QUALITY ASSURANCE: PRINCIPLES AND PRACTICE

Author	:	Nina S Godbole
Publisher	:	Narosa Publications
Edition	:	2011
Pages	:	419
Price	:	₹ 415
Reviewed by	:	Ms. Archana Gahlaut, Faculty, DIAS

With the advancement and development of new product and services, Software Quality Assurance has become a pivotal process for the entire information technology industry. Increasing significance of technology apps and stringent regulatory requirements has necessitated maintaining high quality and validation of application software. Proper quality assurance ensures faster delivery of quality software, quick turnaround testing solutions to deliver effective performance.

Through its first chapter, the book under review explains software quality assurance that plays a vital role in the software development life cycle (SDLC). It also explains the difference between the quality control and the quality assurance with the benefits of SQA and its function. Quality Management System (QMS) in an organization with details about the components in QMS and the users of QMS in an organization are well covered in chapter 2. The next chapter expounds various techniques used in the SQA Plans covering the purpose of SQA Plan, the content of SQA plan and the organizational level initiatives of SQA.

The two important concepts “Product Quality” and “Process Quality” are the highlights of next chapter. It helps the students to know the attributes and the characteristics that the software product must fulfill in order to gain an edge over other products that are available in the market. It also focuses on various models for software product quality and the various maturity models used for process quality.

Software Metrics help in obtaining an objective, reproducible and quantifiable measurements which have numerous valuable applications in cost estimation, software quality assurance, software debugging etc. Chapter 5 begins with an overview of the software measurement and the metrics to measure piece of software and its specification. It throws light on an assortment of software metrics that are available in SQA and also illustrates the Earned Value Analysis and its benefits to an organization. The chapter is concluded with a brief of various object oriented metrics.

Review is as important as generating a software. Keeping the importance of inspection to reach consensus on a work product and approve it, chapter 6 gives an overview of the walkthrough and inspections with an effective explanation.

'No software is static', it demands constant changes or modifications. In software engineering, Software Configuration Management (SCM) deals with the task of

tracking and controlling the changes in the software. Chapter 7 talks about Software Configuration Management (SCM) helping the students to know the reasons of using the SCM and the components of SCM. Also, the chapter gives an in depth knowledge about the activities involved in the SCM with light on the pitfalls of SCM.

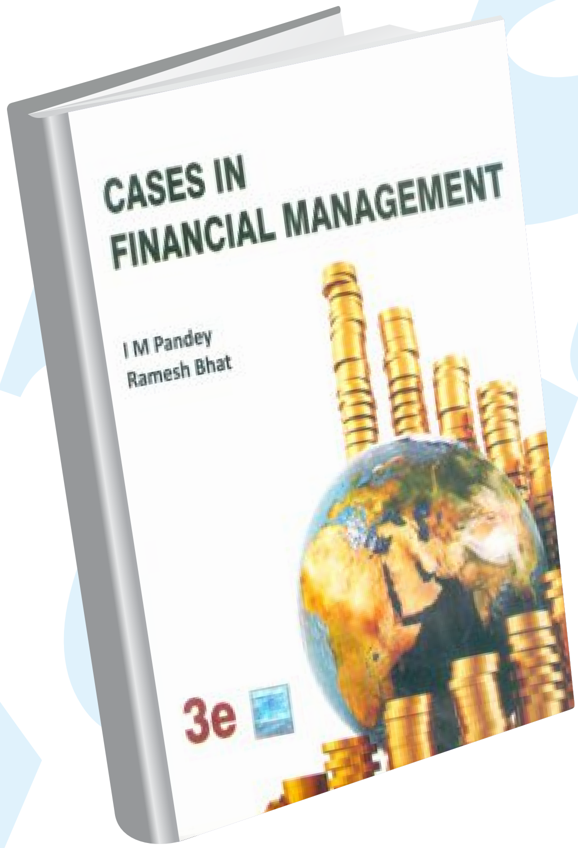
ISO 9001 is the family of standards for quality management system where an organization meets the need of customers and the stake holders while meeting the statutory and regulatory requirement related to the product. Chapter 8 explores the concept of ISO 9001 and gives information on role and working of ISO 9000 family in an organization. It also specifies the need of ISO for the growth and sustenance of any organization.

Software Capability Maturity Model (CMM) is a structured level to describe the practices and processes of an organization to deliver and produce the requisite outcomes. The next chapter focuses on the software CMM and the other process improvement models to explain the capability maturity model (CMM) for software. It also presents details about the practices followed in "Mature Organizations" along with comparative analysis of CMM and the ISO.

It is very important to have an objective, independent view of the software to allow the business to appreciate and understand the risks of software implementation. Last chapter gives an overview of software testing and the purpose of software testing, realising the importance of executing a program or application with the intent of finding software bugs. It explains the differences between inspection and testing along with testing life cycle.

This book helps the students to understand the concepts of Software Quality Assurance (SQA) by covering key practices like verification and validation product quality and process quality, software measurement and metrics, software configuration management and ISO 9001.

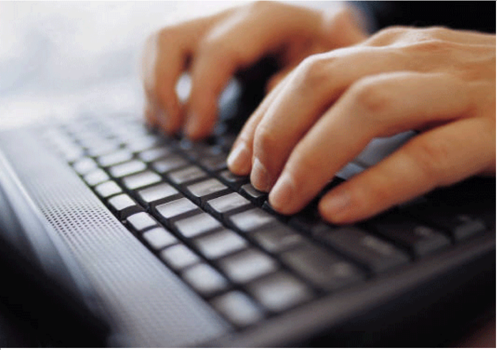
In all, book is a comprehensive view of software quality assurance and is presented in an easy-to-understand format that procures the interest of readers.



CASES IN FINANCIAL MANAGEMENT

Authors	:	I M Pandey and Ramesh Bhat
Publisher	:	Tata McGraw Hill Education Pvt. Ltd.
Edition	:	IIIrd
Pages	:	602
Price	:	₹ 550
Reviewedby	:	Ms. Balwinder Kaur, Faculty, DIAS

The current book under review by I M Pandey and Ramesh Bhat is a comprehensive treatment of the subject of "Cases in Financial Management" providing the reader with a detailed insight into both the theoretical and applied aspects of the



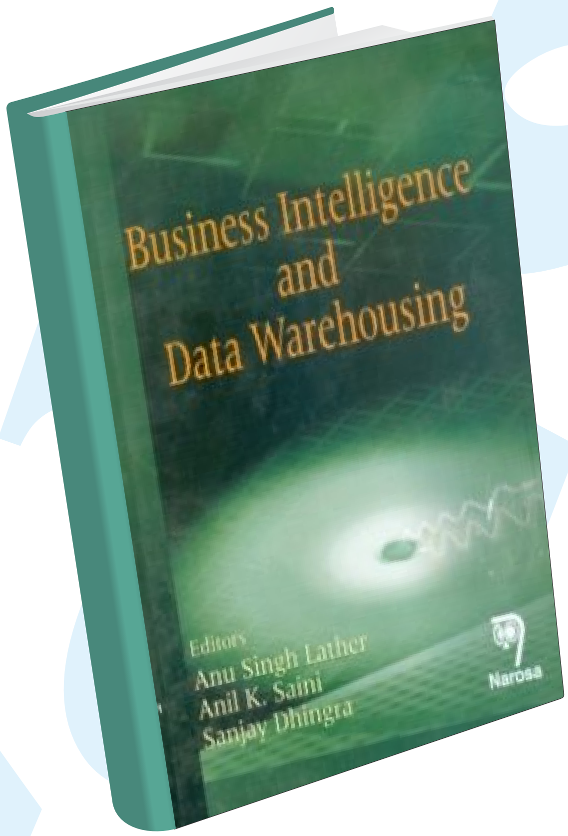
subject. The contents of the book are pertinent for students of financial management as well as executives in the corporate sector. It contains 62 cases covering topics of utmost relevance in today's vibrant financial environment.

Written by two experts in the field, the book has been divided into six parts.

First part “Financial and Cost Analysis” covers 9 cases with the help of which the authors have emphasized on financial analysis, cost allocation and break even analysis as tools of financial evaluation of a firm. In the second part “Working Capital Management and Finance”, the authors take the reader through 14 cases of financial forecasting, working capital and bank finance and management of current assets such as cash, inventories and debtors.

The third part “Capital Budgeting Decisions and Cost of Capital” covers 15 cases which deal with cash flow determination, time value of money, investment decision, cost of capital and capital budgeting. 14 cases of financing decisions, dividend decisions, lease financing and shares buyback have been discussed in the fourth part of the book, “Financing Decisions, Dividend Policy and Leasing”. “Mergers, Acquisitions, Valuation and International Finance” the fifth part of the book contains 5 cases of restructuring decisions and risk evaluation in international investment decisions. The sixth part of the book under review “Comprehensive Cases” incorporates cases on topics such as corporate strategy, private equity finance and investment process.

The authors have brought together the conceptual and practical aspects of financial management through simple and clear language using small and easy cases. Analytical insight into the subject has been brought out through discussion questions at the end of each of the 62 cases. Taking the reader through all these analytical cases of large as well as small companies of various industries, the book provides a holistic and comprehensive understanding of financial decision making as a key function of the top level management in shaping the future of an enterprise.



BUSINESS INTELLIGENCE AND DATA WAREHOUSING

Editors(s)	:	Anu Singh Lather, Anil K. Saini, Sanjay Dhingra
Publisher	:	Narosa Publications
Pages	:	272
Price	:	₹ 795
Reviewed by	:	Ms. Priyanka Sharma, Faculty, DIAS

It has become beneficial for all the organizations to make use of new opportunities and implement an effective strategy to gain competitive market advantage and long-term stability. Business Intelligence helps the organisations to avail new

opportunities by managing and handling large amount of data and information. The book under review helps the students, faculty and researchers to understand the practical use of Business Intelligence in various fields. It is a collection of 27 papers imparting the knowledge on the Data Business Intelligence, Warehousing, Mining etc.

There are 4 papers in this book which talks about Business Intelligence out of which two papers showcase the comparative study of the business tools present in the market. The aim of BI is not only to acquire the latest in IT system but to improve decision making by delivering the information and analysis that decision makers require at different levels of organization. For this, Business Intelligence offers a wide range of tools to analyze huge data to reach more accurate decisions. Paper1 and Paper 5 are based on the comparative study of these business tools like SAS, Hyperion, Cognos, their importance and challenges.

Paper 2 covers the applications of Business Intelligence focusing on ***"Role of Agriculture Business Intelligence in India"***. Author(s) have very well discussed about current practices and initiatives in agriculture taken by the government and present information about the developments in agricultural field and challenges being faced.

Management institutions are facing immense competition from domestic and international players in the market. This is forcing even the academic institutions to adopt innovative practices to share and manage their knowledge resources. The next paper ***"Knowledge Management System for Management Institutions"*** discusses about technological solutions for knowledge management such as Gathering, Collaboration, and Personalization in all the academic institutions. On the same grounds, paper 4 ***"Strategic Information Management in Financial Institutions"*** discusses about the business drivers for SIM adoption, guiding principles and few analysis models. The best part of this paper is the exploratory case study on SIM for an integrated wholesale banking data warehouse.

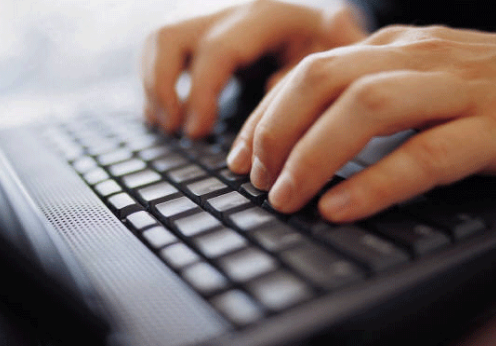
'Knowledge is applied to knowledge itself'. Productivity is becoming dependent on the development and application of knowledge by specialist knowledgeable workers. Paper11 ***"Framework for Knowledge Management Practices (Indian Perspective)"*** is a good work on current KM practices that are prevalent in the IT/ITES industry. The author(s) have proposed an excellent framework for successful KM ecosystem in the organizations through a framework based on survey conducted in the IT/ITES (India) industry.

Further, there are 2 papers on Data Security, both of which deal with methods to secure the organization. Securing the data is necessary for commercial organisations. Taking security as the major concern, paper 6 ***"Securing the Organization by Implementing Data Security Algorithm"*** has described a new faster data encryption algorithm used to secure the data. The good thing about this paper is a very effective comparison between some of the very famous algorithms with faster data encryption algorithm. Focusing more on security, paper 9 on ***"Data Security Measures For Small And Medium Sized Enterprises"***, also explores and identifies some of the major information security threats, issues and concerns and also offers an insight into the possible solutions to these problems.

Paper 7 ***"Unique Identity Cards-Benefits Issues and Challenges"*** is a study work of Unique Identity Cards which helps in better understanding of UID's. UIDs will be the only card which will be required as an ID proof and act as the only document needed for documents like license, passport etc. Therefore, it is an informative paper on UID's.

Paper 8, ***"Data Mining Application-Query Response System"*** is a short paper that talks about fetching different type of data, scattered across different locations, differentservers, and different DBMS. The book has explained a GUI based easy query response system and shown a typical library system as an example. Data mining is important to find out many hidden aspects of e-commerce consumer behavior as well to manage product selling. Paper12 ***"Improving the Health Care Sector by Data Mining-A Review"*** is a study of data mining and its future scope in health care sector and data mining. Further to this, paper16 on ***"Data Mining in E-Commerce Websites"*** is the study of the data mining tools on E-commerce websites such as product search, product recommendation, fraud detection etc.

Paper 13 ***"Scrutining Of The NTRU PKCS With Its Revised Functioning For Provable Network Protection"*** describes the current encryption decryption algorithm after critically

evaluating them and also examines the NTRU public key algorithm with its optimized parameter. The best section of the paper is the testing of NTRU algorithm on various parameters with efficient result which concludes that polynomial is most time consuming. Paper 14 ***"Agronomic Business Promotion"*** discusses about the techniques to explore anticipation in agronomic marketing with explanatory diagrams and well-formed statistics.

Business Intelligence has now become an institute's intellectual capital, as knowledge would appear to be a logical inference. Paper 15 has imparted the benefits of Business Intelligence to the students, faculty and organisations.

Attention to data quality is a critical issue in all areas of information resource management. Paper10 ***"Data Warehouse Quality - The Success Ladder For An Organization"*** explains the importance of quality assurance & its impact on data warehouse. Paper 18 ***"An Empirical Evaluation of Join Operation in Different Versions of Oracle"*** is an empirical evaluation of join operations on various versions of oracle. It also presents a comparative study of the various cost factors involved in the execution of the JOIN based queries. From a software company's perspective, the lack of database optimization in relational databases can incur significant cost to both the company and the client. This paper presents the various techniques used in commercial DBMS for the optimization of the databases operations. Paper 19 ***"Comparative Study of Indexing Techniques in DBMS"*** is again a comparative study of the indexing techniques used in commercial DBMS for optimization of the databases operation. Paper 20 ***"Enhancing Performance of Database Uses UML 2.0 Class Diagram"*** has described the significant features of UML 2.0 and its significance.

Cloud computing technology and services have been witnessing a lot of attention for the past couple of years now. Paper 17 ***"Cloud Computing-Database as Service"*** discusses about cloud computing and its benefits. Cloud computing is an emerging field and demanding topic to discuss the various cloud models and new model of database as service. Author has quoted good examples and has given a referenced architecture covering entire concept of computing. Paper 20 ***"SAP (HANA) for Steel Industry"*** is a project study of SAP HANA software and its basics, some of the hardware available in the market, and HANA advantage to the steel industry. Adding to this, Paper 21 ***"Measuring Growth Of Software Reliability In Imperfect Debugging Mode Using Intelligent Function"*** has proposed a new SRGM with two types of imperfect debugging using intelligent function reflecting the expertise gained by testing team depending on its complexity, the available man power, and skills. Paper 22 ***"Modified And Improved Extended Role Based Access Control Model"*** proposed a modified and improved Role Based Access Control Model named I-RBAC11 to overcome the weakness of E-RBAC model.

It is important nowadays to combine main business of the firm with e-business to attain success in any business plan. Paper 23 ***"E-business- An Era of Innovative and Digital Intelligent Business Approach towards E-commerce"*** discusses about the prevailing e-market and strategies required to do smart e-business.

Paper 24 ***"Fuzzy Controller in Washing Machines"*** explains the role of fuzzy controller in controlling time and operations of washing machine. It also describes the procedures to be used to get a suitable washing time for different cloth. Similarly, Paper 25 ***"Mobile Robotics Speed Control Through Human Operator"*** describes several interfaces for tele operation of a mobile robot and its analysis. Apart from IT concepts, paper 26 ***"Brand Advertisement And Fan Pages In Facebook – A Comparative Study Using Analytical Hierarchal Process"*** has portrayed the effectiveness of advertisement in facebook in terms of simplicity, robustness, and the ability to incorporate both tangibles and intangibles into the decision making process covering marketing area also.

With rich pedagogy and information covering many areas of information technology, this book offers a complete package on the various prevailing and upcoming concepts in a simple and well explained manner.

WINNING IS EVERYTHING: A 10 STEP GUIDE FOR SURE SHOT SUCCESS

Author	:	Deepak Behl
Publisher	:	Sterling Publishers Pvt.Ltd.
Edition	:	2012
Pages	:	222
Price	:	₹ 225
Reviewed by	:	Ms. Ruchika, Faculty, DIAS

Everybody desires the favorable or prosperous termination of endeavors through the accomplishment of one's goal, wealth, position, honors, or the like. The author in this book titled "Winning is Everything: A 10 step guide for sure shot success" has provided deep insight to the ever exploratory concepts of effective management like leadership, decision making, communication and team work. The book explores the different success mantras to attain acme of accomplishment and satisfaction. The book has been gracefully presented with the help of examples, success stories, and quotes touching both heart and brain of readers. It is divided into ten chapters, each focusing on the ways to conquer and win.

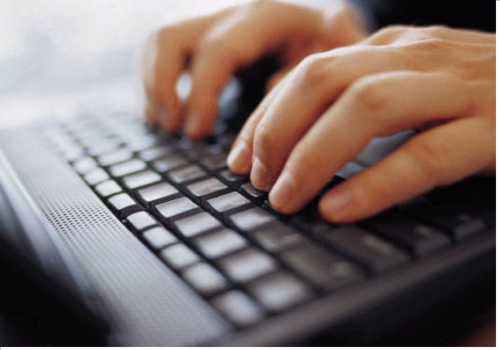
A disciplined approach and a well defined goal, both lay down the foundation of achievement. First chapter titled as magic mantras presents the different ways to act smart and lessons to lead successfully in life.

While the next two chapters focus on the importance of attitude and abilities in attaining the desired goals and targets. The author says that attitude and sharpened skills form the foundation stone for anyone's success. The desire to excel should be exclusive of the fact that whether someone appreciates it or not. Excellence is the drive from inside not outside. The developed attitude is the result of habits that is reflected in the behavior of the individual. The next chapter motivates the readers to inculcate productive habits in them. It says "To some extent you make your habits but after that, habit makes you". This will sow the seed of winning in future and sustaining this win for a longer span.

When "Ordinary people do extraordinary activity and produce amazing results" they are called as true leaders. The next chapter says one should start believing that he is a leader and astonishingly, the world will start believing you were born that way. The confidence in oneself declares his potency to be called as a leader. To become an effective leader, it is very important to remain agile and communicate well. The next two chapters motivate the readers not to perish easily and communicate wisely with open ears but less open mouth. It says the right decision is not 'yes or no' rather 'yes and go'. Each chapter gathers sure shot success for readers and especially for those sailing in highly competitive environment.

Last quarter of the book reflects the magic of team work amalgamated with motivation. A motivated person always believes in laying the foundation with the bricks others have thrown at him under the name of criticism. Motivation and self actualization is very important for establishing the ultimate goal, which is success.

In all, the book is very comprehensive and an effectual combination of live examples, quotes, and management lessons accessible in a reader friendly format.



Scholastic Impressions

MANAGEMENT

CORPORATE GOVERNANCE - A TOOL FOR EFFECTIVE FINANCIAL REPORTING & CONTROL

S.N. Maheshwari

The growing number of global and industry specific initiatives resulting from globalization have led to a sudden spurt in business scams and corporate collapses. The global financial crisis has also increased the need for corporate board of directors to provide well-informed strategic direction and an engaged oversight that stretches beyond their short-term financial performance. To achieve the valued goal of long run sustainability and thriving growth along with corporate branding, the organizations today are inclining towards corporate governance compliance.

Corporate governance refers to the way that board supervises the running of a company by its managers, be it the adherence with corporate laws or rules on the legislative side or legal or moral accountability to its stakeholders as well as stockholders. It is their commitment to values, ethical business conduct and exercise of powers in a responsible way that ascertains the corporate excellence. In fact corporate governance holds a balance between economic & social goals and between individual & communal goals. The governance framework is there to encourage the efficient use of resources and equally to ensure accountability for the stewardship of those resources.

This article “Corporate Governance - A Tool for Effective Financial Reporting & Control” discusses the meaning & concept of good governance, its need and significance in current times. It also describes the emergence and evolution of corporate governance in historical perspective. The author has given extensive information regarding the guidelines, rules and regulations for corporate governance by the concerned voluntary or statutory bodies established on a national or global basis. The OECD Principles of Corporate Governance and the action plan IDEA propounded by World Council for Corporate Governance to promote greater transparency, integrity, probity, accountability and responsibility have been depicted in a very lucid manner.

The Indian Corporate Governance framework involves mainly four authorities-The Central Government, The Securities Exchange Board of India (SEBI), The Institute of Chartered Accountants of India (ICAI) and The Institute of Company Secretaries of India. Various legislative measures pertaining to corporate governance taken by the Central government under The Companies Act, 1956, Corporate Governance – Voluntary Guidelines 2009 or The Companies Bill, 2012 with their amendments and updated provisions have been substantiated in a detailed but colloquial way. For enforcement of good Governance various propositions regarding National Financial Reporting Authority, Appointment of Independent Directors, Corporate Social Responsibility, Audit Committee, Nomination and Remuneration Committee, Stakeholders Relationship Committee and Disclosures have been discussed adroitly.

Similarly, the author has deliberated upon Corporate Governance – Voluntary Guidelines 2009 indicating certain regulations which may combat with inherent limitations in enforcing governance. It gives guidelines on appointment of Directors, their remuneration, their training, responsibilities of the board, audit committee of board & appointment of auditors, secretarial audit and Institution of Mechanism for Whistle Blowing. SEBI's amended notifications have been duly incorporated.

To bring uniformity in terminology, approach, presentation and full disclosure of accounting, The Institute of Chartered Accountants of India has issued 32 accounting standards & 35 International Financial Reporting Standards. First set would comprise the Indian Accounting Standards converged with the IFRSs which shall be applicable to the specified class of Companies. The second set would comprise the existing Indian Accounting Standards and would be applicable to other companies, including Small & Medium Companies (SMCs). Similarly, The Institute of Company Secretaries of India which has brought out a concept paper on National Corporate Governance Policy, 2012 is another professional body in the corporate governance framework of India. An institutional framework has been proposed by the Institute to undertake, coordinate and oversee its implementation in cooperation

with central Ministries, sectoral regulators, enforcement agencies and other stakeholders. The Institute of Company Secretaries of India gives ICSI National Award for excellence in corporate governance every year to identify, foster and reward the culture of evolving globally acceptable standards of corporate governance among Indian companies.

Some of the mandates of corporate governance like appointment of effective independent directors on corporate boards, rotation of auditors, adoption of accounting and auditing standards as formulated by the concerning statutory bodies, restrictions as to managerial remuneration & competition etc., transformational leaders, mandatory expenditure on CSR, whistle blower policy along with ethical corporate culture will bring in improved processes, controls and minimization of risks in the organizations and help in achieving Corporate Excellence.

Dr. Anju Batra, Faculty, DIAS

(For full text, please refer to DIAS Technology Review- The International Journal for Business and IT, Vol. 8, No. 2, October 2011- March 2012, Pg. No. 54-67)

E-WASTE: SCOURAGE OF TECHNOLOGY REVOLUTION

Nitin Singh

The rapid advancement in technology over the last two decades has drastically improved the quality of life, working and operating environment globally. Due to recent changes in policies in India, more and more electronic companies are establishing their Research and Development and manufacturing facilities in India. With these recent changes, the concept of e-waste is a great area of concern. E-waste can be defined as electronic equipments, products connected with power plugs and batteries which have become obsolete. The presence of elements like lead, mercury, arsenic, cadmium, selenium etc. beyond threshold quantities in e-waste classifies them as hazardous waste. Solid waste management which is already a mammoth task in India is becoming more complicated by the invasion of e-waste. Some of the big giants like Dell, HCL, Nokia etc. are taking initiatives in this regard. Institutional infrastructures, including e-waste collection, transportation, treatment, storage, recovery and disposal need to be established at national/ regional levels for environmentally sound management of e-wastes. The e-waste recycling and recovery options practiced in India are very outdated and hazardous, causing severe environmental and occupational hazards. The establishment of E-waste recycling and treatment facility shall be in line with the existing guidelines in India.

Ms. Roma Jaitly, Faculty, DIAS

(For full text, please refer to "Review of Professional Management", Vol. 10, Issue-1, January-June 2012, Pg. No. 85-90)

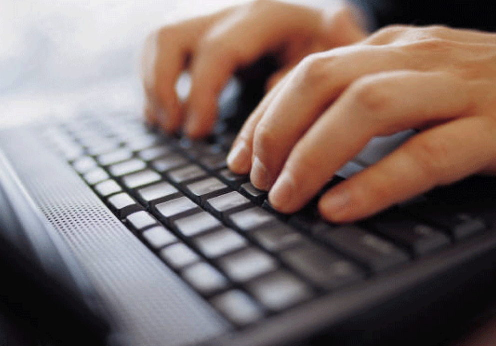
CREATING A FLEXIBLE ORGANIZATIONAL CULTURE TO ATTRACT AND RETAIN TALENTED WORKERS ACROSS GENERATIONS

Barbara A.W.Eversole, DonallL.Venneberg, and Cindy L. Crowder

One of the emerging issues in organizations is to manage the changing demographics in the workforce. According to the current demographics, there are three generational cohorts in any organization, the baby boomers born in the year 1946 to 1964, Generation Y born in the year 1965 to 1979 and Generation y born in 1980 to 2000. Baby boomers are the long term assets with wide experience and expertise, generation X fill the managerial and leadership positions whereas members of millennial generation still require at least a decade or more before they represent a significant portion of skilled and experienced workforce.

The organizations are now facing intensive competition for talented workers across generations demanding organization's culture to be more flexible and generation-focused. This flexibility is not an issue of a day or two rather demands the human development researchers and practitioners to play a vital role in the implementation of workplace flexibility. The issues like time, flexibility, work life balance, commitment cannot be addressed through designed programs as they require fundamental cultural change. Management must move away from command and control mindset more towards Greenleaf's concept of servant relationship. This leadership will serve as the resource for employees to help them get their work done. Also, the managers must recognize that all the employees cannot be managed in the same way.

Individual employees, especially from the different generations have different goals, desires, and motivators. HRD researchers and practitioners need to develop different interventions that can change the organizational culture around flexibility . HRD has a vital role to play in organizations



to retain employees from different generations to enrich their talent pool. This is very imperative to sustain the organizations in the long run and fight the competition in the markets where talent is already less in supply and more in demand.

Ms. Ruchika, Faculty, DIAS

(For full text, please refer to "Advance in Developing Human Resource" Vol. 14, No. 4, November 2012, Pg. No. 607-625)

SUSTAINABILITY REPORTING PRACTICES - A STUDY OF RECENT TRENDS IN INDIAN CONTEXT

CA. Debaraj Gupta and Anandaraj Saha

Global warming, climate change, social degradation, economic crisis and complexities have raised serious concern over organisations' sustainability. Sustainability reporting is aframework for reporting of business initiatives, for taking professional care of three most vital pillars of organisational growth and stability: planet, people and profit and is considered to be a catalyst in achieving planetary sustainability. There are no generally accepted mandatory standards/rules on such reporting at international and even at national level. Organizations are reporting sustainability issues using some voluntary standards. Over the last few years, the expanding dimensions of emerging environmental, social issues and increasing awareness about them among different stakeholders, has been putting pressure on the corporate citizens for better social and environmental performance. This is making companies to integrate their sustainability management approach with corporate activities.

Corporates are increasingly realising the fact that their survival, growth and goodwill are highly dependent on social and environmental concerns. A recent joint study done by GRI, UNEP, KPMG sustainability and the University of Stellenbosch Business School in 30 countries revealed that the voluntary codes, guidelines, national and international standards on sustainability reporting have been strongly evolving. In case of financial accounting, companies are required to follow mandatorily either Financial Accounting Standards (FAS) issued by FASB of USA or International Financial Reporting Standards (IFRS)/ IAS issued by IASB. In the absence of a specific mandatory standard of sustainability reporting at international level, companies bring out such reports in different names and forms. Currently, there is no statutorily recognized standard/rule on Social Responsibility in India. However, steps have been initiated by the government and regulators in creating awareness on Social Responsibility.

Ms. Shilki Bhatia, Faculty, DIAS

(For full text, please refer to Chartered Accountant, December 2012, Pg. No. 119-125)

THE DEVELOPMENT OF A SOCIAL PSYCHOLOGICAL MODEL OF STRATEGY IMPLEMENTATION

James Carlopio, Michael Harvey

The authors focus on the implementation of strategy in global organizations by introducing the social-psychological principles of implementation, rather than only utilizing economically rational command and control strategic implementation. Social psychological orientation to strategic implementation is an appropriate model for global organizations.

Social psychology informs strategy implementers on a number of issues ranging from communication to persuasion, planning and commitment. Social psychology also reminds strategists that even after sound strategic decisions have been made based on extensive analysis, people and organizations will not necessarily be ready, willing and able to change and successfully adopt new strategies quickly and efficiently. As the social-psychological change model suggests, strategy implementation is a social-psychological process that takes place over long periods of time. Individuals and systems often undergo significant change, learning, adaptation and growth in order to successfully execute a new strategy. Failure to recognize and act on these facts, contributes to our consistently high strategy implementation failure rates. Recognition of these realities, and the application of sound social-psychological principles to the process, is likely to significantly help us in our strategy implementation efforts.

Ms. Neetu Chadha, Faculty, DIAS

(For full text, please refer to "International Journal of Management", Vol. 29, No.3, Part 1, September 2012, Pg. No. 75-85)

CORPORATE GOVERNANCE - NEED FOR A CHANGE IN THE MINDSET

Dr. S. D. Israni

Corporate governance refers to the set of systems, principles and processes by which a company is governed. They provide the guidelines as to how the company can be directed or controlled such that it can fulfill its goals and objectives in a manner that adds to the value of the company and is also beneficial for all stakeholders in the long term. Stakeholders in this case would include everyone ranging from the board of directors, management, shareholders to customers, employees and society. The management of the company hence assumes the role of a trustee for all the others.

"Kakahkrishnapikah Krishna Kobhedopika kaka yo? Vasantarituey, Kakahkakah, Pikahpikaha"

The crow is black, and the cuckoo is also black, it is very difficult to make out a difference between the two? Well, when spring arrives, it's easy to tell who the crow is and who the cuckoo is. It is only when cases like SATYAM happen that everyone comes to know who is the crow and who is the cuckoo; otherwise all of them keep on insisting that they are cuckoos.

A business to be carried on ethical lines necessitates the change of mindset of all the parties involved in the governance, in order to realize the desired goals of corporate governance.

Mindset of the Government : The authorities should change this perspective that they need to control everything. Inappropriate laws need to be thrown out from the statute book and greater clarity and stability be brought into the applicable laws. Fewer laws with effective and speedy implementation should be the motto and not too many laws with lax implementation. There is a strong need to bring back the fear of law in the citizens; be they politicians, civil servants and police, judicial employees or ordinary citizens; all should develop healthy respect for the institutions with swift punishment for the guilty as the norm.

Mindset of Corporate Management : The mindset of the businessmen is that he needs to control from the top with the profit as only motive. It is time for the Indian businesses to realise that taking public funds for private business cannot be merely a private affair.Therefore, it is high time that the promoters realise that companies are not meant merely to enrich their own pockets, but they have a larger purpose to achieve.

Mindset of Professionals : In the new system of corporate governance, working and practicing professionals like Company Secretaries and Chartered Accountants have a very significant role to play. It would not be out of place to state that much is expected of these two professions in achieving the economic goals of the country through the corporate sector.

Nobody in the corporate sector can refute that business should be conducted ethically with a view to do a greater good of the society at large, with professionals performing their roles in the management of the company. However, at the same time there is an onus on other players as well, particularly the Government. The widespread corruption poses a serious challenge for a company while dealing with public authorities and government departments. It will be impractical to expect the corporate sector to perennially be a lotus even as it tries to keep itself afloat in all the filth around it. If such a scenario continues, not too many lotuses will be there to bloom resulting in all the avoidable gloom.

Ms. Taru Baswan, Faculty, DIAS

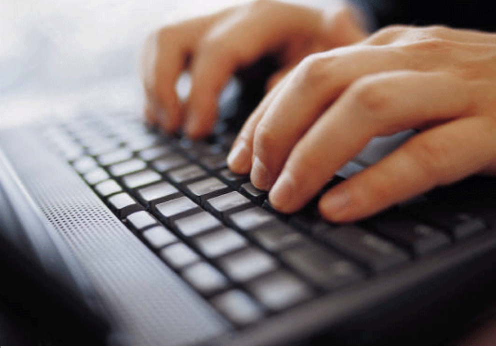
(For full text, please refer to "Executive Chartered Secretary", Vol. XLVII, No.11, November 2012, Pg. No. 1383-1386)

INFORMATION TECHNOLOGY

ROBUST SEMI –REVERSIBLE WATERMARKING USING PIXEL AVERAGING METHOD AGAINST GEOMETRIC ATTACK

Rajendra D Kanphade and Navnath S Narawade

Critical applications such as the law enforcement, medical and military image system are crucial to restore the original image without distortions. The watermarking techniques satisfying those requirements are referred to as 'reversible watermarking'. Reversible watermarking is designed so that it can be removed to completely restore the original image. The paper proposes a new watermarking method using pixel averaging technique for copyright protection or military application.



In traditional watermarking techniques, the main concern is to embed and recover the watermark with minimum loss. The quality of original work image after extraction is highly degraded and non restorable. But in applications like law enforcement, medical and military, in which superior quality of image is desirable, these algorithms can't be used. In medical images, some prerequisite information about the patient is watermarked during transmission and the original image and information is recovered lossless at reception. This type of result is achievable by making use of reversible watermarking algorithm out of a pool of algorithms. Image watermarking is divided into spatial domain and frequency domain watermarking. The technique proposed in paper belongs to spatial domain techniques which are easy to embed, more sophisticated and robust. Watermarking is a very interesting topic for copyright, medical and military applications.

The algorithm proposed is based on pixel averaging. Though a few other methods give better quality of watermarked images, the quality of recovered watermark is compromised. Several methods, when compared with proposed technique with sufficient location map gives the exact recovery of the watermark with compromising quality of images. Practical results indicate that the proposed watermarking is simple and the visual quality of the image is also restored. Thus the technique proves to be an image enhancement technique as well. Semi-reversible watermarking technique robust to geometric attacks can be achieved through proposed technique and the quality of image can also be increased.

Ms. Disha Verma, Faculty, DIAS

(For full text, please refer to "The IUP Journal of Telecommunications", Vol. V, No.1, February 2013, Pg.No. 46-55)

THE CASE FOR A RIGOROUS APPROACH TO AUTOMATING SOFTWARE OPERATIONS AND MANAGEMENT OF LARGE SCALE SENSOR NETWORK

Sameer Tilak and Mr. Phillip Papadopoulos

Software Operations and Management (O&M) i.e installing, configuring and updating thousands of software components within a conventional data centre is a well understood issue. Existing frame works such as the Rock toolkit have revolutionized the way system administrator deploys and manages large scale compute clusters, storage servers and visualization facilities. These tools are however designed for friendly data centre environment where stable power along with high performance computer, storage and networking is usual. In contrast, sensor networks are embedded deeply in harsh physical environment where node failures, node mobility are quite common.

In this article, the authors have approached the problem by constructing images through a programmed, reproducible, automated process in place of manual crafted golden images that can be flashed onto the devices for actual deployment. Rock has been taken used to solve the computing cluster definition, deployment and management problem that has reduced the time from few weeks to few hours.

Rock scales out to 1000+ node environments within the source rich environment of a data centre. It also splits the definition of any appliance into two functional pieces: the distribution, which is complete set of software packages and the Rock configuration graph. Software installation on a given appliance is performed by starting at an appliance defined entry point in the configuration graph and then traversing specific subgraph. The nodes in the graph itemized both the required software package and subsequent configuration needed to make software functional

This information is compiled to create a description that is given to a native installer which finishes the last step of formatting disk drives, installing packages and following the configuration instructions generated by Rock. The authors have created Rock Rolls that enable a user to deploy an Android authoring workstation for full Linux systems. The roll can be updated when changes to any underlying software components take place.

By guaranteeing the reproducibility of the basic software system, one can speedily adjust to rapid changes of Android environment and reap the benefit of new capabilities.

Ms. Tripti Mishra, Faculty, DIAS

(For full text please refer to "ACM SIGCOMM Computer Communication Review", Vol. 42, No. 5, October 2012, Pg. No. 58-61)

COMPUTING INTELLIGENCE TO ENHANCE WEB PERSONALIZATION

J Jerald Inico and T AdwinPrabakaran

Internet and freedom to expression brought a new avenue for everyone to publish their own ideas, stories, essays etc. on the web. Internet is flooded with lot of such information. It is difficult to define the usefulness of information for a particular user which is varying from time to time. Internet is using lot of free technologies available to publish the content on web, which enables not only finding the right information but also identifying the right taste of user and designing accordingly. This article tries to identify and analyze the technique that determines the appropriate data to match with predefined classes of users.

Challenges faced in web personalization are to fulfill the expectations of individual users. Web personalization attempts to provide user the required information without asking it explicitly. The article also describes the various ways in which web personalization can be done. Some of them are Interface Personalization where user can directly visit the page which is of his/her interest rather than start from the home page. Content Personalization is where user can get the filtered contents like web, news, advertisement etc. Service personalization is the act of filtering service options like creating alerts, getting similar pages etc. In User profiling user first registers primarily on the website then web follows the user to identify his/her nature, style of operation etc. Personalized search employs cookies to find respective details from the user machine and accordingly generating the result. Recommender System is act of recommending for the present based on previous experiences gathered. Basically this article focuses on analyzing non parametric techniques available for web personalization.

Ms. Priyanka Sharma, Faculty, DIAS

(For full text refer to "Computer Society of India Communications" Vol. 36, No. 9, December 2012, Pg. No. 10-11)

QUANTITATIVE ANALYSIS OF SPIN HALL EFFECT IN NANOSTRUCTURES

Mr. N. Gupta, Mr. K.K Choudhary & Mr. S. Katiyal

Spin-dependent transport phenomena in nanostructures are of great interest in the potential applications to spin electronic devices. This phenomenon depends on interface resistance, electrode resistance, Spin polarization and Spin diffusion length. Spin Hall Effect (SHE), caused by Spin- orbit scattering in nonmagnetic conductors, gives rise to the conversion between Spin and charge currents in a non local device. The quantitative analysis of the Spin Hall Effect can be done by measuring electrically non-magnetic systems without the injection of Spin-polarized electrons.SHE has been observed using non local Spin injection in metal-based nano structured devices, which paves the way for future Spin electronic applications. Its phenomena are theoretically analyzed based on experimental results obtained. The Spin Hamiltonian of two dimensional electron systems is used with Rashba Spin-orbit coupling.

In high mobility two-dimensional electron system (2DES) has substantial Rasbha Spin-orbit coupling, Spin currents always accompany charge currents. The Hamiltonian of 2DES with Rasbha Spin-orbit coupling is modified by as much as half, by a gate field. Thus, the Transverse Hall voltage as a function of the longitudinal Electric field E0 was plotted showing that the average profile curve between the Hall voltage and the longitudinal electrical field is normally linear in nature.

In diffused normal metals, SHE is known to be induced by the Spin-orbit scattering originating as an extrinsic effect due to impurities or defects. Since the electron detection technique is limited for semiconductor systems, the electrical detection is the only way to access the SHE in diffusive metals. Non-local Spin injection in nanostructured devices provide a new opportunity for observing Spin Hall Effect. If the Spin – polarized electrons flow in nonmagnetic electrode, these electrons are deflected by spin-orbit scattering, to induce Spin and charge Hall currents in the transverse direction and accumulate spin and charges at the edges.

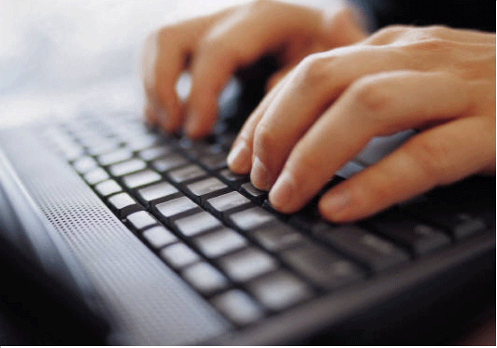
Ms. Somya Khanna, Faculty, DIAS

(For full text refer to "BIJIT-2012", July-December 2012, Issue 8, Vol. 4, No.2, Pg. No. 45-48)

DESIGN AND IMPLEMENTATION OF AN OBJECT ORIENTED OPERATING SYSTEM

Ms. Pinaki Chakraborty

Operating systems constitute an important class of software that forms the basis for proper functioning of all other software. The paper explains the design and implementation of a new object-oriented operating system which is based on the microkernel-based architecture. The JNUOS operating



system has three layers of system components sandwiched between the Microkernel Layer and the Application Software Layer. They are Device Driver Layer for basic input and output, Consolidation and Optimization Layer for system services and Server Layer for several servers, each providing a particular type of service. The Microkernel layer of the operating system consists of the microkernel and the clock driver. The microkernel implement processes and handles the primitive process related activities. JNUOS performs CPU scheduling but not job scheduling. The Application layer contains numerous user programs and utilities to use the computer system. The startup module and the shell are two important modules in this layer.

The design of the JNUOS operating system uses two novel features. They are those of the reincarnation server and the verbose server. The reincarnation server has the authority to correct all malfunctioning system components in Layers 2 to 4 including it. The verbose server maintains a log of the important events occurring in the computer system and also collaborates with the information server to create a portrayal of the operation of the entire system. This operating system has been implemented in the C++ programming language. All important entities in the operating system have been modeled as objects. The concepts of inheritance, delegation, polymorphism, constructors and destructors have been used. The size of the source code is approximately 6KLOC. The code of the JNUOS operating system when properly compiled and linked generates two executable files in which first is the setup program and the second is the operating system itself. JNUOS has got a character user interface and a limited graphical user interface.

Ms.Sonia Gupta, Faculty, DIAS

(For full text refer to "The IUP Journal of Computer Sciences", Vol. VII, No.1, January 2013, Pg. No. 7-36)

DIAS TIMES ADVERTISEMENT RATES*

Particulars	Per Insertion	Per Annum
Full Back Cover	15,000	50,000
Inside Front	13,000	45,000
Inside Back	12,000	40,000
Full Page	8,000	30,000
Half Page	6,000	20,000
Quarter Page	4,000	15,000
Annual Subscription :	**₹ 500/-**	**Quarterly : ₹ 150/-**

**Subject to change without prior notice.*

The Men In News

LANCE ARMSTRONG

"Pain is temporary. It may last a minute, or an hour, or a day, or a year, but eventually it will subside and something else will take its place. If I quit, however, it lasts forever" - Lance Armstrong

The sports world is a replica of the entertainment world where you are appreciated for your performance. What matters is, what result you provide, not the way you provide. The Cycling Sports world has witnessed the same recently where seven times consecutive winner of "Tour de France", Lance Edward Armstrong has been disqualified from the same and banned for life for doping offences proved against him by the United States Anti-Doping Agency (USADA).

This Texas born, nicknamed The Boss & Big Tex, started his sports career at the tender age of 12 years as a swimmer. He won the Iron Kids Triathlon at the age of 13 and was ranked the number-one triathlete in the 19-and-under group and at the age of 16 started to perform professionally.

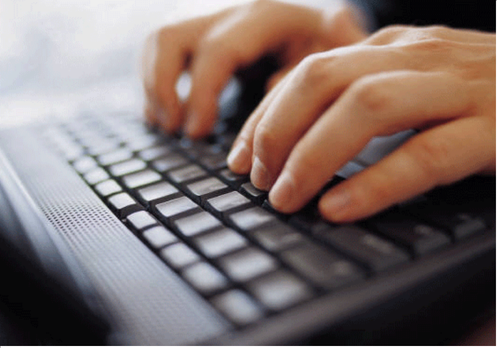
The saga of his victories started from 1992, when he turned professional with the Motorola Cycling Team. His breakthrough victory being the UCI Road World Championship held in Norway. The titles he won and records he made, are innumerable for which he was commended worldwide and became an icon for the sports world and the new generation athletes.

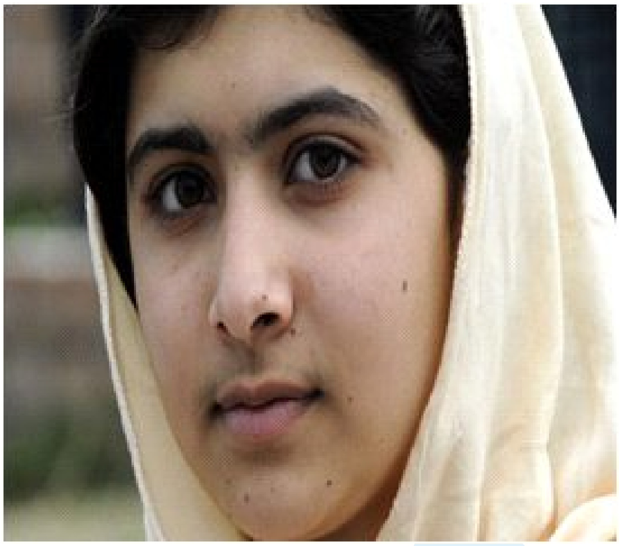
He took a two years break at the age of 25, when he was diagnosed advanced testicular cancer which had spread to his lungs, abdomen and brain. He got treatment for the same through proper chemotherapy and requisite surgeries which procured his cycling career. The world saluted his fighting spirit making him a role model for all those who suffered from cancer including Indian cricketer Yuvraj Singh. The confrontation with death made Armstrong come up with Livestrong Foundation, originally known as Lance Armstrong Foundation, which supports people affected by cancer.

In 1998, he resumed back his cycling career and since then started the allegations of drug taking and using dopes for which he was tested and cleared of any wrongdoing. He also had good sponsors such as Team RadioShack, Trek, Nike, AMD, Bontrager, Shimano, Sram, Giro and Oakley who worked as a team since Armstrong felt that it will be to full advantage of the combined resources to work in close communication. He has been on and off the racing scenario with sometimes taking retirement and sometimes making a comeback.

Reporters Pierre Ballester and David Walsh published a book alleging Armstrong of using performance-enhancing drugs "L.A. Confidentiel – Les secrets de Lance Armstrong". It contains statements of various team members and associates of Armstrong who gave affirmations of the allegations. He has business investments in a coffee shop and a bike shop. He had purchased several million shares of SRAM Corporation but sold them back to the company after the doping case. In October 2012, Union Cycliste Internationale, the sport's governing body accepted the USADA's findings, stripped Armstrong of all his titles since 1998 and banned him for life from participating in sports of any form.

Armstrong has finally admitted to doping, which he had been denying earlier on a television interview, conducted by Oprah Winfrey. It gives immense pleasure to see a sports person growing and performing wonderfully and pains even more to acknowledge the fact that the idol of millions has been cheating on them. We can only hope that Armstrong inspires others to do well in sports but without the help of drugs. Because, at heart, he is still a hero for the sport lovers.





MALALA YOUSAFZAI

“दिल है छोटी सा, छोटी सी आशा, मस्ती भरे मन की, भोली सी आशा”. It is true that hopes and dreams have no end and when combined with a strong will, it is strengthened. A great example of this in current day life is in the form of MalalaYousafzai, a mere 15 year old girl. Her father, Ziauddin Yousafzai, a poet, educational activist and school owner, inspired her to study and learn about everything in life. It was because of his support, Malala, at a tender age of 11 years started talking of education rights. Belonging to SWAT valley of Pakistan, which has been occupied by Taliban since 2008, they had a first hand experience of life where music and television are banned, girls are not allowed to receive education and women are banned from going alone for shopping or stepping out of home. In a press conference at Peshawar, which was covered by newspapers and television throughout the region, Malala had questioned “How dare the Taliban take away my basic right to education?”

At the age of 12, she started writing under the pseudonym “GulMakai” for the BBC Urdu Blog. At the suggestion of BBC reporter Abdul HaiKakkar, she shared her experiences under the rule of Taliban. The blog described the tough times they faced through closure of schools & markets, the moves they had to take for safety and even the time when their family had to live separately. The childhood of her younger brothers was also being affected with the terror they were living in and she was touched by the misery of people who had to leave their homes because of Taliban. Malala clearly shared her views on Taliban and the role of government and military.

A documentary was filmed on Malala capturing the details of time under Taliban and her father received a death threat over the radio by a Taliban commander. That is when, Malala committed to become a politician and not a doctor, as she had once inspired to be. This marked the start of her political career of being interviewed on the National Pashto language station, AVT Khyner, the Urdu Aaj Daily and Canada's Toronto Star. Her pseudonym identity was revealed in December 2009 and thereon she started publicly advocating female education. She was joined in by her father Yousafzai's effort who was one amongst the few people to stand up against the Taliban.

She took the Chair of District Child Assembly SWAT and began participating in the Institute for War and Peace Reporting's “Open Minds” project in December 2009. She was nominated for” International Children's Peace Prize” in October 2011 and was awarded Pakistan's first “National Youth Peace Prize” two months later. She had been awarded “World Peace and Prosperity Foundation” in November 2012. United Nations declared November 10 as “Malala Day” in her honor and many more titles were bestowed upon her for her bravery.

As Malala became more popular, her life was in danger but she continued with her activities despite the threats. As feared, the worst unfolded as she was shot at on October 2012 by a Taliban gunman. Initially, she was provided with medical care at Peshawar but later on shifted to England for treatment. She is out of danger now and as a true fighter, has come out of the coma as a bullet had pierced into her brain. According to doctors, soon she will be able to presume her normal routine life.

Her assassination attempt is also being publicized in various forms but she is being supported worldwide for her attempts in improving life under Taliban and for freedom of education and life for women of SWAT. Singer Madonna dedicated her song “Human Nature” to Malala. Angelina Jolie, Tina Brown, Laura Bush, Barack Obama, Hillary Clinton, UN Secretary General Ban Ki-Moon and Amjad Khan are some prominent personalities who have extended their support to her. A petition has been launched in support of her known as “I am Malala” so that no children are deprived of school by 2015. Lets hope that the prayers and dream of her little heart are fulfilled and make her see a better future she has dreamed of.

Ms. Rita Sharma
Accounts Assistant, DIAS

Feedback From Employers

MANAGEMENT

Bharti Gupta (MBA-Batch 2010-12) is a committed, dedicated, accountable and responsible employee. She is an asset to the team and has been consistently contributing towards our organizational goal.

Ms. Bharti, HR Manager, Grail Research

Syed (MBA-Batch 2010-12) has proven himself with his sincere and diligent efforts towards his assignments.

Ms. Sushma S Das, Senior Manager, Jaro Education

Puneet Nanda (MBA-Batch 2010-12) is a quick learner and is doing great as effective team member. His learning curve is remarkable and calls appreciation. Puneet has great potential to reach heights.

Mr. Nitin Sharma, Asst. Manager (HR), Pylon Management Consultancy Pvt. Ltd.

Shweta Mishra (MBA-Batch 2010-12) with great collaborating skills and good understanding level has always helped the team by putting extra efforts and helping other team members as per the requirement of the process as and when required.

Mr. Aditya Kalra, Senior HR, 99 acres

Gaurav (MBA-Batch 2010-12) is a good team player and has excellent understanding capability.

Mr. Nitesh Rana, Sr. Financial Analyst, American Express

INFORMATION TECHNOLOGY

Deepak Sharma (MCA- Batch 2008-11) is instrumental in "Team Dashboard" application which he has developed to monitor the applications support issues. He is very quick learner and able to resolve the issue very fast. Within short span of time he has grasped few of Logistic applications (supported by our team), NCR processes etc. I am proud to have him as the part of my team.

Mr. Arun Kumar Puhani, Delivery Manager, NCR Corporation India Pvt. Ltd.

Shruti (MCA- Batch 2009-12) was aligned to a deployment that was approaching its dead line, the resource which was responsible, left the organization and Shruti took the ownership and completed the development & deployment on time. She has shown great commitment and ownership. She is hardworking and keen to learn. It has been nice working with her so far and I look forward to her to take up more challenges and come through flying colours.

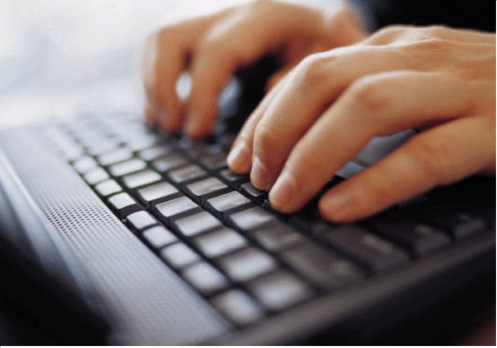
Mr. Rahul Khera, Technical SME, NCR Corporation India Pvt. Ltd.

Vivek (MCA- Batch 2009-12) is a very enthusiastic person who always looks for any problem with 'can do' attitude. He likes to learn new technologies and work hard to improve the areas where he is lacking.

Mr. Syed Zain, Lead Associate, WNS Global Services.

I have known **Mohit Singhal** (MCA- Batch 2009-12) for the past year as his immediate supervisor while he has worked as an Analyst in WNS. He has consistently impressed the team by his attitude towards his work and his performance on the job. His curiosity and zeal to learn have allowed him to work on automating a lot of manual tasks saving a high number of productive man hours. Within few months of his joining the company he went on to receive STAR award, a company initiative to felicitate high performing individuals, which is a testimony to his hard work. His consistency, sense of responsibility sets him apart in the team and is exemplary. He also exhibits an ability to take initiative almost always and is a great team player. He has set high standards of work in the team and it is a pleasure to have him on board.

Ms. Richa Paul, Assistant Manager, WNS Global Services.



Alumni Speaks

August 2009 was the year when my journey with DIAS in MCA started. From day one, I had lot of expectations from this college in terms of education and knowledge. The years spent in DIAS were the most memorable days of my life. Faculty members at DIAS act as a guiding force for students. Their teaching, the way they understand the problems of students help students to take right decisions. The guidance of the faculty at DIAS has really helped in terms of improving my personality. The peer group at DIAS was just like a family. All the events held at DIAS helped me in grooming myself in terms of interpersonal skills and communication skills. The fun I had at DIAS and endless memories made my stay at DIAS an achievement.

Akshi Garg
MCA (2009-2012 Batch)

It all started in 2010 when I went for the entrance exam hoping to get admission in a good college of IP University and YES! in the counseling, got DIAS, the same college from where my elder sister did her MCA, knowing from her the environment and faculty DIAS has , it made me feel good that I'll be a part of such a reputed Institute .

On the day of Induction, I came across people from different background and education altogether and I was skeptical if I would be able to get along with them. During the initial days, I used to sit alone on the first bench knowing the faculty and trying to gather maximum knowledge from them. The kind of knowledge I was getting here interested me a lot because I came from an engineering background and never in life had studied commerce and business studies. Knowing about finance and economics really made me think that why I didn't know all that before and I was earlier studying what I could not practically relate to the world and here the story was all together different, you can practically relate the teachings to what's going around you. I really enjoyed the presentations and took pride in being called as a PPT Pro.

Gradually, I made some of my very good friends here which made me to sit in the middle benches instead of the first ones.It was really nice to be a part of Placement Cell, working with the team, going for placement drives, making Placement Brochure, visiting corporate, meeting HRs which polished my interpersonal skills, I still relish.

The last few months were full of anxiety when companies were visiting the campus and we were all preparing for GD's and PI's, the FAQs asked in the interview, giving our best in the interview and believing in yourself that "you can do it !". Then I got to learn from the failures and I realized that every interview I gave was better than the previous one and the more I came across the interviewers the more confident I became and I believed that the maximum NO that I get in the interviews the more closer I will be to a YES because the simple rule of probability says - NO NONONONO YES and it was true that after several NOs I got a YES from Indicus Analytics and then I realized that all my efforts and pains were not in vain and success comes to everyone, for some it comes early and for some it takes time, but yes, you have to think positive and never lose hope.

I will always remember my life I spent in DIAS and I am proud to be a part of it.

Karan Arora
MBA (2010-12 Batch)

The two years of my course were the most memorable time of my life. The institute was not only imparting with the latest trends of management but also helped me in finding the skills of management that were hidden in me.

The words of our Director General, Dr. S. N. Maheshwari, his valuable time and sharing of real life experiences gave us a new direction and new ways to think beyond the limits. The faculty members at DIAS have immense knowledge and experience, and their knowledge sharing and continuous support helped me in finding myself at ease in the most challenging situations, in understanding the corporate world and its trends.

The infrastructure and the environment at DIAS is so friendly and soothing that one can relax and learn with fun.

The computer lab, canteen, the time spent in library... it's all a different experience. The time spent in making last minute changes in presentation, a moment of tension for the next number of presentations, learning long topics in seconds before the exams start and fighting with friends for getting higher attendance. These moments were fun and are unforgettable.

DIAS has defined my Life and its meaning.

Prashant Goel
MBA (Batch 2009-11 Batch)

I feel nostalgic writing about the unforgettable time spent in college. Everytime I see the college building, all the time spent here flashes before me.

I am really proud to be a DIASian. It is just like a dream come true. Teachers at DIAS are very much qualified, cooperative and hard working. They act as a true guide. They address problems of students, both at personal and professional level. They give their every effort to help a student in any way. The infrastructure of DIAS caters to the requirement of students studying here.

I am really lucky to be alumni of DIAS, which has helped me in becoming a confident and independent person with effective skills.

Sangitanjali Mishra
MCA (2009-12 Batch)

The primary emphasis of the Institute is on excellent teaching. The college supports and encourages scholarly activities to ensure the intellectual vitality of its faculty and students. DIAS provides the platform with curricular richness, scholarly disposition and excellent professional programs for research and development.

Anoop Tripathi
MCA (2005-2008 Batch)

Recent Notifications

FINANCE AND ACCOUNTS

GAAR Amendments

On 14.01.2013 Government accepted the various recommendations of the GAAR Committee. GAAR provisions (Chapter X-A) will come into force with effect from April 1, 2016 as against the current provisions of April 1, 2014. The Government has carefully considered the report of the Expert Committee. The major recommendations of the Expert Committee have been accepted, with some modifications, and the following decisions have been taken by Government:

(i) An arrangement, the main purpose of which is to obtain a tax benefit, would be considered as an impermissible avoidance arrangement. The current provision prescribing that it should be "the main purpose or one of the main purposes" will be amended accordingly.

(ii) The assessing officer will be required to issue a show cause notice, containing reasons, to the assessee before invoking the provisions of Chapter X-A.

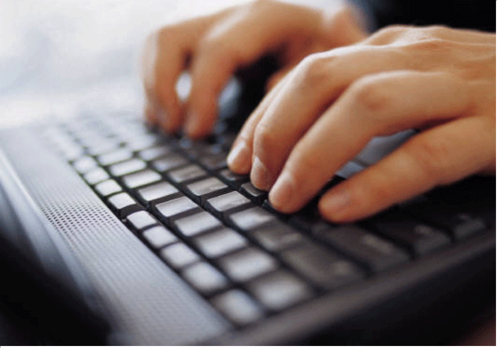
(iii) The assessee shall have an opportunity to prove that the arrangement is not an impermissible avoidance arrangement.

(iv) The two separate definitions in the current provisions, namely, 'associated person' and 'connected person' will be combined and there will be only one inclusive provision defining a 'connected person'.

(v) The Approving Panel shall consist of a Chairperson who is or has been a Judge of a High Court; one Member of the Indian Revenue Service not below the rank of Chief Commissioner of Income-tax; and one Member who shall be an academic or scholar having special knowledge of matters such as direct taxes, business accounts and international trade practices.

(vi) The Approving Panel may have regard to the period or time for which the arrangement had existed; the fact of payment of taxes by the assessee; and the fact that an exit route was provided by the arrangement. Such factors may be relevant but not sufficient to determine whether the arrangement is an impermissible avoidance arrangement.

(vii) The directions issued by the Approving Panel shall be binding on the assessee as well as the Income-tax authorities. The current provision that it shall be binding only on the Income-tax authorities will be modified accordingly.



(viii) While determining whether an arrangement is an impermissible avoidance arrangement, it will be ensured that the same income is not taxed twice in the hands of the same tax payer in the same year or in different assessment years.

(ix) Investments made before August 30, 2010, the date of introduction of the Direct Taxes Code, Bill, 2010, will be grandfathered.

(x) GAAR will not apply to such FIIs that choose not to take any benefit under an agreement under section 90 or section 90A of the Income-tax Act, 1961. GAAR will also not apply to non-resident investors in FIIs.

(xi) A monetary threshold of Rs. 3 crore of tax benefit in the arrangement will be provided in order to attract the provisions of GAAR.

(xii) Where a part of the arrangement is an impermissible avoidance arrangement, GAAR will be restricted to the tax consequence of that part which is impermissible and not to the whole arrangement.

(xiii) Where GAAR and SAAR are both in force, only one of them will apply to a given case, and guidelines will be made regarding the applicability of one or the other.

(xiv) Statutory forms will be prescribed for the different authorities to exercise their powers under section 144BA.

(xv) Time limits will be provided for action by the various authorities under GAAR.

(xvi) Section 245N(a)(iv) that provides for an advance ruling by the Authority for Advance Rulings (AAR) whether an arrangement is an impermissible avoidance arrangement will be retained and the administration of the AAR will be strengthened.

(xvii) The tax auditor will be required to report any tax avoidance arrangement.

Further, having considered all the circumstances and relevant factors, Government has also decided that the provisions of Chapter X-A will come into force with effect from April 1, 2016 (as against the current provision of April 1, 2014).

FDI in Insurance sector and Pension Fund.

The government on Oct 4, 2012 decided to move ahead with its proposal to hike foreign investment ceiling in the insurance sector to 49 per cent from the present 26 per cent. A decision in this regard was taken by the Union Cabinet headed by Prime Minister Manmohan Singh.

"The benefit of this amendment will go to the private sector insurance companies which require huge amount of capital and that capital will be facilitated with increase in FDI to 49 per cent," The minister also clarified that state-run insurance companies will remain in the public sector.

FDI in pension sector

The government also gave green signal to foreign investment in pension funds and said the FDI limit could go up 49 per cent in line with cap in the insurance sector. Allowing FDI forms a part of the amendments to Pension Fund Regulatory and Development Authority (PFRDA) Bill, which was approved by the Union Cabinet.

Banking Laws (Amendment) Bill 2012 (21 Dec 2012)

On 21 Dec. 2012, The Banking Laws (Amendment) Bill 2011 was introduced in order to amend the Banking Regulation Act, 1949 and the Banking Companies (Acquisition and Transfer of Undertakings) Act, 1970/1980.

This Bill would strengthen the regulatory powers of Reserve Bank of India (RBI) and to further develop the banking sector in India. It will also enable the nationalized banks to raise capital by issue of preference shares or rights issue or issue of bonus shares. It would also enable them to increase or decrease the authorized capital with approval from the Government and RBI without being limited by the ceiling of a maximum of Rs. 3000 crore.

Beside above, the Bill would pave the way for new bank licenses by RBI resulting in opening of new banks and branches. This would not only help in achieving the goal of financial inclusion by providing more banking facilities but would also provide extra employment opportunities to the people at large in the banking sector.

RBI Review of Monetary Policy

On 29 January 2013, RBI announced the following policy measures in its mid- quarter review of Monetary Policy to give stimulus to the country's economy:

Repo Rate : The repo rate was cut under the liquidity adjustment facility (LAF) by 25 basis points from 8.0 per cent to 7.75 per cent.

Reverse Repo Rate : The reverse repo rate under the LAF, determined with a spread of 100 basis points below the repo rate, stands adjusted to 6.75 per cent.

Marginal Standing Facility (MSF) Rate : The Marginal Standing Facility (MSF) rate, determined with a spread of 100 basis points above the repo rate, stands adjusted to 8.75 per cent.

Bank Rate : The Bank Rate stands adjusted to 8.75 per cent.

Cash Reserve Ratio : The cash reserve ratio of scheduled banks was reduced by 25 basis points from 4.25 per cent to 4.0 per cent of their net demand and time liabilities (NDTL).

The RBI revised its GDP growth forecast for Asia's third-largest economy to 5.5 percent from 5.8 percent for the fiscal year ending in March, a sharp come down for an economy that was running at near double-digit growth before the Lehman Brothers crisis.

Amendments to Regional Rural Banks (RRBs) Act, 1976

The Union Cabinet on 31 Jan 2013 gave its approval to the proposed amendments in the Regional Rural Banks (RRBs) Act, 1976 to enhance authorized and issued capital to strengthen their capital base. The term of the non official directors appointed by the Central Government is proposed to be fixed not exceeding two years.

The proposed amendments will ensure financial stability of RRBs which will enable them to play a greater role in financial inclusion and meet the credit requirements of rural areas and the Boards of RRBs will be strengthened.

Amendments to the National Bank for Agriculture and Rural Development (NABARD) Act, 1981

The Union Cabinet on 7th Feb 2013 gave its approval to the amendments to the National Bank for Agriculture and Rural Development (NABARD) Act 1981.

The following are the amendments to the NABARD Act 1981:-

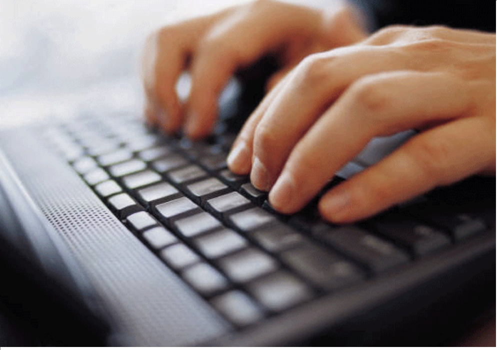
1. Raising the authorized capital of NABARD to Rs. 20,000 crore from Rs. 5,000 crore.
2. The meaning of cooperative society is proposed to be enlarged to include multistate cooperative societies registered under any Central law or any other Central or State law relating to cooperative societies.
3. Change of ownership to facilitate the transfer of the remaining share capital of NABARD from the Reserve Bank to the Central Government.
4. Increasing the scope of operations of NABARD under short term funding purposes and other changes.

Highlights of Budget 2013-14

On 28th February 2013, Finance Minister P Chidambaram presented one of the most highly anticipated budgets of recent years, a blueprint for austerity that forms the centre piece of India's efforts to stave off a damaging credit ratings downgrade. Here are the highlights of this year's budget.

BUDGET ESTIMATES

- Plan expenditure is placed at 5, 55, 322 crore.
- Non Plan Expenditure is estimated at 11, 09,975 crore.
- Fiscal deficit for the current year contained at 5.2 per cent and for the year 2013- 14 at 4.8 per cent.
- Revenue deficit for the current year at 3.9 per cent and for the year 2013-14 at 3.3 per cent.
- By 2016-17 fiscal deficit to be brought down to 3 per cent, revenue deficit to 1.5 per cent and effective revenue deficit to zero per cent.
- In short term need to reclaim peak of 11.9 per cent of tax GDP ratio achieved in 2007-08.



FINANCIAL SECTOR

Banking

- Compliance of public sector banks with Basel III regulations to be ensured. Rs 14,000 crore provided in Budget Estimates 2013-14 for infusing capital.
- All branches of public sector banks to have ATM by 31.3.2014.
- Proposal to set up India's first Women's Bank as a public sector bank. Provision of Rs 1,000 crore as initial capital.
- Allocation to Rural Housing Fund to be raised to Rs 6,000 crore in 2013-14.
- National Housing Bank to set up Urban Housing Fund. Rs. 2,000 crore to be provided to the fund in 2013-14.

Insurance

- A multi-pronged approach to be followed to increase the penetration of insurance, both life and general, in the country.
- Number of proposals finalised, in consultation with IRDA such as empowering insurance companies to open branches in Tier-II cities and below without prior approval of IRDA, KYC of banks to be sufficient to acquire insurance policies, banks to be permitted to act as insurance brokers, banking correspondent allowed to sell micro-insurance products and achieving the goal of having an office of LIC and an office of at least one public sector general insurance company in towns with population of 10,000 or more.
- RashtriyaSwasthyaBimaYojana to be extended to other categories such as rickshaw, auto-rickshaw and taxi drivers, sanitation workers, rag pickers and mine workers.

Capital Market

- Proposal to amend the SEBI Act, to strengthen the regulator, under consideration.
- Number of proposals finalised in consultation with SEBI.
- SEBI will simplify the procedures and prescribe uniform registration and other norms for entry for foreign portfolio investors.
- Rule that, where an investor has a stake of 10 per cent or less in a company, it will be treated as FII and, where an investor has a stake of more than 10 per cent, and it will be treated as FDI will be laid.
- FIIs will be permitted to participate in the exchange traded currency derivative segment to the extent of their Indian rupee exposure in India.FIIs will also be permitted to use their investment in corporate bonds and Government securities as collateral to meet their margin requirements.
- Small and medium enterprises, to be permitted to list on the SME exchange without being required to make an initial public offer (IPO).
- Stock exchanges to be allowed to introduce a dedicated debt segment on the exchange.

SAVINGS

- Need to incentivise greater savings by household sector in financial instruments.
- Following measures proposed:
  - Rajiv Gandhi Equity Savings Scheme to be liberalised.
  - Additional deduction of interest upto1 lakh for a person taking firsthome loan upto 5 lakh during period 1.4.2013 to 31.3.2014
  - In consultation with RBI, instruments protecting savings from inflationto be introduced.

DIRECT TAXES

- No case to revise either the slabs or the rates of Personal Income Tax. Even a moderate increase in the threshold exemption will put hundreds of thousands of Tax Payers outside Tax Net.
- However, relief for Tax Payers in the first bracket of 2 lakhs to 5 lakhs. A tax credit of 2000 to every person with total income upto 5 lakhs.
- Surcharge of 10 percent on persons (other than companies) whose taxable income exceed 1 crore to augment revenues.
- Increase surcharge from 5 to 10 percent on domestic companies whose taxable income exceed 10 crore.
- In case of foreign companies who pay a higher rate of corporate tax, surcharge to increase from 2 to 5 percent, if the taxable income exceeds 10 crore.
- In all other cases such as dividend distribution tax or tax

on distributed income, current surcharge increased from 5 to 10 percent.

- Investment allowance at the rate of 15 percent to manufacturing companies that invest more than 100 crore in plant and machinery during the period 1.4.2013 to 31.3.2015.
- TDS at the rate of 1 percent on the value of the transfer of immovable properties where consideration exceeds 50 lakhs. Agricultural land to be exempted.
- A final withholding tax at the rate of 20 percent on profits distributed by unlisted companies to shareholders through buyback of shares.
- Proposal to increase the rate of tax on payments by way of royalty and fees for technical services to non-residents from 10 percent to 25 percent.
- Proposal to introduce Commodity Transaction Tax (CTT) in a limited way. Agricultural commodities will be exempted.

INDIRECT TAXES

- No change in the normal rates of 12 percent for excise duty and service tax.
- No change in the peak rate of basic customs duty of 10 percent for non-agriculturalproducts.

Customs

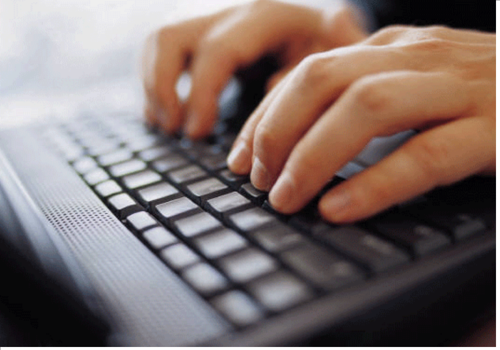
- Period of concession available for specified part of electric and hybrid vehicles extended upto 31 March 2015.
- Duty on specified machinery for manufacture of leather and leather goods including footwear reduced from 7.5 to 5 percent.
- Duty on pre-forms precious and semi-precious stones reduced from 10 to 2 perent.
- Export duty on de-oiled rice bran oil cake withdrawn.
- Duty of 10 percent on export of unprocessed ilmenite and 5 percent on export on ungraded ilmenite.
- Duty on Set Top Boxes increased from 5 to10 percent.
- Duty on raw silk increased from 5 to 15 percent.
- Duties on Steam Coal and Bituminous Coal equalised and 2 percent custom duty and 2 percent CVD levied on both kinds coal.
- Duty free gold limit increased to 50,000 in case of male passenger and 1,00,000 in case of a female passenger subject to conditions.

Excise duty

- Relief to readymade garment industry. In case of cotton, zero excise duty at fibre stage also. In case of spun yarn made of man madefibre, duty of 12 percent at the fibre stage.
- Handmade carpets and textile floor coverings of coir and jute totally exempted from excise duty.
- To provide relief to ship building industry, ships and vessels exempted from excise duty. No CVD on imported ships and vessels.
- Specific excise duty on cigarettes increased by about 18 percent. Similar increase on cigars, cheroots and cigarillos.
- Excise duty on SUVs increased from 27 to 30 percent. Not applicable for SUVs registered as taxies.
- Excise duty on marble increased from Rs. 30 per square meter to Rs. 60 per square meter.
- Proposals to levy 4 percent excise duty on silver manufactured from smelting zinc or lead.
- Duty on mobile phones priced at more than RS. 2000 raised to 6 percent.

Service Tax

- Maintain stability in tax regime.
- Vocational courses offered by institutes affiliated to the State Council of Vocational Training and testing activities in relation to agricultural produce also included in the negative list for service tax.
- Exemption of Service Tax on copyright on cinematography limited to films exhibited in cinema halls.
- Proposals to levy Service Tax on all air conditioned restaurant.
- For homes and flats with a carpet area of 2,000 sq.ft. or more or of a value of Rs. 1 crore or more, which are high-end constructions, where the component of services is greater, rate of abatement reduced from from 75 to 70 percent.
- Out of nearly 17 lakh registered assesses under Service Tax only 7 lakhs file returns regularly. Need to motivate them to file returns and pay tax dues. A onetime scheme called 'Voluntary Compliance Encouragement Scheme'



proposed to be introduced. Defaulter may avail of the scheme on condition that he files truthful declaration of Service Tax dues since 1st October 2007.

- Tax proposals on Direct Taxes side estimated to yield to 13,300 crore and on the Indirect Tax side 4,700 crore.

CORPORATE LAW AND BUSINESS LAW

HIGHLIGHTS OF THE COMPANIES BILL, 2012

The Bill is divided into 29 chapters, 470 clauses and 7 schedules.

Some of the key highlights of the Bill are listed below:

One Person Company: The concept of One Person Company has been introduced. Clause 3(1) (c) provides for the same.

Private Company: Number of permissible members in a private company has been raised to 200 from 50 by virtue of clause 2 (68) (ii)

Private Placement: Provisions for offer or invitation for subscription of securities on private placement basis have been revised to ensure more transparency and accountability.

Share Capital: Clause 58(2) of the Bill provides that the securities of a public company shall be freely transferable subject to the provisions that any contract or arrangement between two or more persons shall be enforceable as contract.

By virtue of clause 53, companies are prohibited from issuing shares at discount except in case of issue of sweat equity shares.

Clause 66 deals with reduction of share capital. It mandates approval of National Company Law Tribunal (NCLT) for the same.

Directors

- Every company shall have a Board of Directors with a minimum number of three directors in the case of a public company, two directors in the case of a private company, and one director in the case of a One Person Company; and a maximum of fifteen directors.
- Introduction of a class of companies (to be specified by the Govt.) where at least 1 woman director to be there on the board.
- Every company shall have at least one director who has stayed in India for a total period of not less than one hundred and eighty-two days in the previous calendar year.
- Every listed public company shall have at least one-third of the total number of directors as independent directors.

Auditors

- The Bill provides for mandatory rotation of auditors every five years.
- Clause 139 (2) prescribes that no listed company shall (a) appoint an individual as auditor for more than one term of five consecutive years and (b) an audit firm as auditor for more than two terms of five consecutive years.

Corporate Social Responsibility

- By virtue of Clause 135, the most debated concept of corporate social responsibility (CSR) has been introduced.
- Accordingly, every company having net worth of Rs.500 crore or more, or turnover of Rs.1000 crore or more or a net profit of Rs.5 crore or more during any financial year is required to constitute a Corporate Social Responsibility Committee.
- Such a company is required to spend at least two per cent of the average net profits of the company made during the three immediately preceding financial years, in pursuance of its Corporate Social Responsibility Policy.
- If the company fails to spend such amount the Board shall give in its report the reasons for the same making it a binding obligation on the Board.

Amalgamation and Arrangements

- A more comprehensive framework has been built in through Chapter XV for compromises, amalgamations and arrangements.
- Merger of Indian companies with foreign companies incorporated in certain notified countries has now been permitted.

Some other features of the Bill include:

- Financial year will be uniform for all companies i.e. April – March

- Restriction on buyback of shares within one year from the last buy back
- The provision of participation of directors in a meeting through video conferencing or other audio visual means
- Voting through electronic means
- Capping director's remuneration at 5% of the net profits of the company
- The Concept of Dormant Company has been introduced
- Establishment of National Company Law Tribunal and National Company Law Appellate
- Special Courts for speedy trials
- Mediation and Conciliation etc.

CUSTOMS

1. **Revised Guidelines of Authorized Economic Operator (AEO) programme.**

CBEC vide circular number Circular No 37/2011-Customs dated 23-08-2011 has implemented "Authorised Economic Operators"(AEO) programme with a view to secure supply of imported and export goods.

Under the programme, a business authorized by the Customers as an AEO can enjoy benefits flowing from a more compliant and secure company as well as favorable consideration in any Customs proceedings coupled with better relations with Customs. AEO status will also ensure a low risk score that may be incorporated into Customs "Risk Management System" (RMS) and used to determine the frequency of Customs physical and documentary checks. The benefits may also include simplified Customs procedure, clearance of consignments of/for AEO status holders.

A. **Export of goods and software – Liberalization in realization and repatriation of export proceeds**

RBI had vide A.P (DIR Series) Circular No. 40 dated 1st November, 2011 enhanced the period of realization and repatriation to India of the amount representing the full export value of goods or software exported, from six months to twelve months from the date of export. This relaxation was available up to 30th September, 2012.

The issue has since been reviewed and the RBI has, in consultation with the Government of India (GOI), further extended the above relaxation w.e.f 1st October, 2012 till 31st March, 2013. However, the provision with regard to period of realization and repatriation to India of the full export value of goods or software exported by a unit situated in a Special Economic Zone (SEZ) as well as exports made to warehouses established outside India remain unchanged.

B. **Reporting to Income Tax Authorities by Liaison Office(LO)/Branch Office(BO)**

A.P.(DIR Series) Circular No. 5 dated 26th November,2012

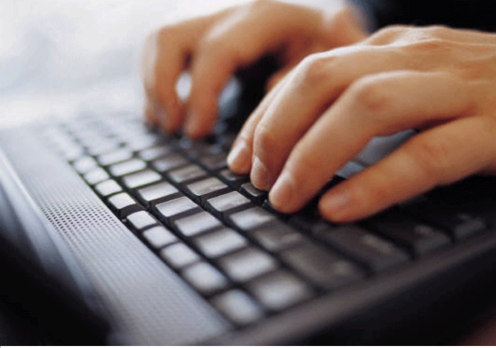
RBI has clarified that copies of the Annual Activity Certificates (AACs) submitted to the DGIT (International taxation) by LOs/BOs should be accompanied by audited financial statements including receipt and payment account. Further, at the time of renewal of permission of LOs by AD banks, they may note to endorse a copy of each such renewal to the office of the DGIT (International Taxation).

C. **Amendments in Regulation 2 & 5 and insertion of Schedule 9 to the Foreign Exchange Management (Deposit) Regulations, 2000 [Notification No. FEMA 5/2000-RB dated 3rd May, 2000]**

Notification No. FEMA 228/2012- RB dated 11th April, 2012—the Foreign Exchange Management (Deposit) (Amendment) Regulations, 2012

Regulation 5 of Notification No. FEMA 5/2000 – RB is amended to give effort to the amendment brought in by A.P. (DIR Series) Circular No.58 dated 2nd May, 2012 issued by RBI to allow the Resident and Non-resident acquirer, subject to the terms and conditions specified in newly inserted Schedule 9, to open, hold and maintain Escrow Account with the Authorized Dealers(Ads) in India without prior approval of RBI towards payment of share purchase consideration and Escrow Account for securities with SEBI authorized Depository Participants. These facilities will be applicable for both issue of fresh shares to the non –residents as well as transfer from/ to the non- resident as well as transfer of shares from/to their non- residents.

Further new Schedule 9 is inserted in the aforesaid regulation specifying terms and conditions for opening of Escrow Account.



Readers' Views

Kudos to the team for bringing such an informative magazine. The faculty members are putting very good efforts in writing book reviews and scholastic impression. Technology browser is proving to be quick reference for people interested in particular area. Positively looking forward for next issue.

Dr. Arpita Sharma

Associate Professor

Deen Dayal Upadhyaya College, Delhi University

DIAS TIMES is a very informative and concise publication especially the latest buzz section. I congratulate the entire editorial team for bringing this issue successfully every quarter loaded with the latest information. My best wishes for all the team members of DIAS TIMES and the institute.

Dr. Sunita Jindal

Associate Professor

Gitarattan International Business School

DIAS Times has turned out to be a guide for enlightening my management knowledge through means like latest buzz and various articles that update my concepts for both IT and Management. We are thankful to our institute for producing this newsletter that demonstrates an inexplicable example of information and knowledge.

Yash

MBA (2011-2013 Batch)

DIAS Times gives immense knowledge about the latest news through its Buzz section. The Browser section of DIAS Times helps the students in studying different research papers by professionals in IT and Management field. Man in News section stimulates the students to work better in their respective fields.

Priyanka Bhatia

MCA (2012-2015 Batch)

DIAS Times is an innovative way to guide the students about latest Buzz, different books, latest news and the browsers that help the students and readers to get to know about recent research papers that can add to their knowledge base. In all, it is an effective and comprehensive form of information in the field of IT and Management that help the students to explore new concepts and amendments.

Mr. Sanjay Tiwari

Regional Manager

VOC & Process Improvements

Samsung India Electronics Pvt. Ltd.

I was amazed to see the information content in DIAS TIMES. Hat's off to the entire editorial team and all the faculty members who have given their valuable inputs in it. Definitely a must read for all…

Mr. Yogesh Gahlaut

Team Leader

Aricent Technologies Pvt. Ltd

DIAS Times is a perfect collection of articles of today's relevance. Also appreciable are the updates on the recent notifications. I am an avid reader of this excellent newsletter.

Mr. Harmeet Singh

MD, Harjee Exim Pvt. Ltd.

Technology Browser

MANAGEMENT

MARKETING

"A Study on Customer Preferences in Home Loans Market", Swarnjeet Arora, Anukool M. Hyde, H.B. Singh, Review of Professional Management, Volume 10, Number 1, January-June 2012.	Pg. 7-34
"Evaluating Efficacy of Internet Marketing", Sangeeta Dodrajka, Tanya Goel, Review of Professional Management, Volume 10, Number 1, January-June 2012.	Pg. 55-61
"Customers' Perceptual Analysis of Cellular Operators in Northern India", Alka Sharma, Mandeep Singh, Journal of Services Research, Volume 12, Number 1, April- September 2012.	Pg. 131-152
"An Empirical Study of Employer Branding in Information Technology Companies", N.Malati, PratikshaTiwari, Ruchika Sharma, DIAS Technology Review, Volume 8, Number 2, October 2011-March 2012.	Pg. 36-42

ECONOMICS

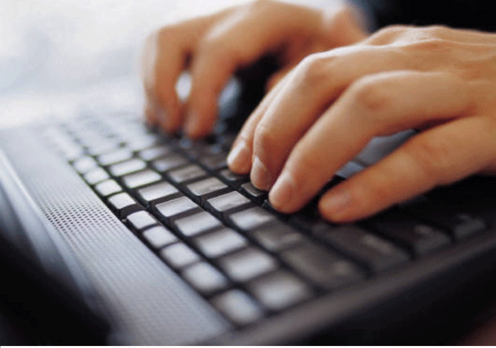
"Integrating Sustainability as a Core Value in Indian Management Education",AuluckVinay, FIIB Business Review, Volume 1, Number 1, October-December 2011.	Pg. 9-17
"Impact of Foreign Investment on Telecommunication Sector in India since liberalization, Privatization & Globalization", Shahnawaz Abdin, Safeer A.P. &Shibu Jain, Journal of IMS Group, Volume IX, Number 1, January–June 2012.	Pg.31-42
"Combating Black Money: Calling for an Effective Variant of Cash Flow Tax?", T. Renganathan, The Management Accountant, Volume 47, Number 9, September 2012.	Pg. 1078- 1083
"Growth Volatility and Service-led Growth in India- An Empirical Analysis", Anup Kumar Saha, Dr. Byasdeb Dasgupta, The Management Accountant, Volume 47, Number 9, September 2012.	Pg. 1084-1092
"India's Socio-Economic Duality", Dr. Sanjib Chowdhury, The Management Accountant, Volume 47, Number 9, September 2012.	Pg. 1093-1094

ENTREPRENEURSHIP

"The Challenges and Opportunities of Sustainable Development for Entrepreneurship and Small Business", Jeremy Hall, Marcus Wagner, Journal of Small Business and Entrepreneurship, Volume 25, Number 4, 2012.	Pg. 409-416
"Ventures for the Public Good and Entrepreneurial Intentions: An Empirical Analysis of Sustainable Orientation as a Determining Factor", Marcus Wagner, Journal of Small Business and Entrepreneurship, Volume 25, Number 4, 2012.	Pg. 519-531
"Empowering Minorities through Entrepreneurship", Kusum and Seema Singh, KAIM Journal of Management and Research, Volume 5, Number 1, May- October 2012.	Pg. 1-4

APPLIED FINANCE

"Determinants Of Bid/Ask Spread in an Emerging African Stock Market: A Dynamic Panel Data Framework", Boopen Seetanah, Sawkut Rojid, Finance India, Volume XXVI, Number 3, September 2012.	Pg. 803-816
"Corporate Investment and Firm's Financial Policy in India: Panel Evidence on Cointegration and Casuality", InderSekhar Yadav, Phanindra Goyari , Naresh Kumar Sharma, Finance India, Volume XXVI, Number 3, September 2012.	Pg. 817-844
"Volatility in Indian Stock Markets in Recent Years : Transmission From Domestic Sectors", Gagari Chakrabarti, Chitrakalpa Sen, Amittav A Sarkar, Finance India, Volume XXVI, Number 3, September 2012.	Pg. 883-894
"Capital Leverage and Economic Value Creation", R.Anuradha, The Management Accountant, Volume 47, Number 9, September 2012.	Pg.1057-1064
"An Empirical Study on Working Capital Management Practices of Selected Indian Pharmaceuticals Companies", Dr. Debdas Rakshit, Dr. Chanchal Chatterjee, The Management Accountant, Volume 47, Number 9, September 2012.	Pg. 1065-1071
"An Empirical Test of Fundamental Analysis in India", Christopher Luchs, Suneel K. Maheshwari, Mark Myring, DIAS Technology Review, Volume 8, Number 2, October 2011-March 2012.	Pg. 8-13



ACCOUNTING

"Value Based Accounting: A Performance Analysis of Indian Industry",V.K.Gupta, P Venkata Vijay Kumar, The I U P Journal of Accounting Research & Audit Practices, Volume XII, Number 1, January 2013.	Pg. 7-20
"Impact Of Company Characteristics on Web Based Business Reporting in India", Manjinder Singh, The I U P Journal of Accounting Research & Audit Practices, Volume XII, Number 1, January 2013.	Pg. 21-46
"Disclosure of Financial Statement of a Bank", C.A. Sandeep D. Welling, The Chartered Accountant, Volume 61, Number 8, February 2013.	Pg. 123-127

HUMAN RESOURCE MANAGEMENT

"An Extended Intervening Process Model: Diversity, Group Processes, and Performance", John Qin, Kosmas X. Smyrnios, and Ling Deng, Human Resource Development Review, Volume II, Number 3, September 2012.	Pg. 269-298
"Global Talent Management: Necessity, Challenges, and the Roles of HRD", Sehoon Kim and Gary N. McLean, Advances in Developing Human Resource, Volume 14, Number 4, November 2012.	Pg. 566-587
"Train Managers, Maximize Appraisals", Kathryn Tyler, HR Magazine, Volume 57, Number 12, December 2012.	Pg. 69-70
"Do Great Employees create Great Managers?" Prof. PD Jose, Human Capital, Volume 16, Number 7, December 2012.	Pg. 38-41
"The Changing Face of Industrial Relations", Swati Bhasin, Human Capital, Volume 16, Number 7, December 2012.	Pg. 18-23
"Mapping Career Aspirations to Combat Attrition: A Study Of Leading Multi National BPO Operating in India", Shalini Garg, Shilpa Jain, DIAS Technology Review, Volume 8, Number 2, October 2011-March 2012.	Pg. 27-35

OPERATIONS MANAGEMENT

"Solving Single Stage Uncapacilitated Warehouse Location Problem by a Combination of Operation Research based Heuristic and Genetic Algorithm: An Empirical Investigation", International Journal of Operation and Quantitative Management, Volume 18, Number 3, September 2012.	Pg. 211-228
"Stress Management: Special Reference to Public Sector Banks", Dr. Anju Singla, Shivani Gupta, International Journal of Operation and Quantitative Management, Volume 18, Number 3, September 2012.	Pg. 41-48
"Role of ICT's in Empowering Rural India: A Critical Analysis", Dr. Ajai Pal Sharma, Santa Das, International Journal of Operation and Quantitative Management, Volume 18, Number 3, September 2012.	Pg. 34-40
"Prospects of E-governance: A Special Reference of E-panchayat", Vandana Gupta & Mr. Ajay Sharma, International Journal of Operation and Quantitative Management, Volume 18, Number 3, September 2012.	Pg. 55-60

GENERAL MANAGEMENT

"Globalisation and Higher Education in India, Challenges and Strategies", P. B. Sharma, Delhi Business Review, Volume 13, Number 2, July- December 2012.	Pg. 1-7
"Team Effectiveness in Indian Organization, A Comparative Analysis of Public and Private sector", Neha Verma, Santosh Rangnekar, Mukesh Kumar, Delhi Business Review, Volume 13, Number 2, July- December 2012.	Pg. 43-54
"Corporate Governance- A Tool for Effective Financial Reporting and Control", Dr. S. N. Maheshwari, DIAS Technology Review, Volume 8, Number 2, October 2011-March 2012.	Pg. 54-67

INFORMATION TECHNOLOGY

COMPUTER COMMUNICATION

“Competing Memes Propagation on Networks: A Case Study of Composite Network”,Nicholas Valler, B.Aditya Parakah, Xuetao Wei, ACM SIGCOMM Computer Communication Review, Volume 42, Number 5, October 2012.	Pg. 5-12
“Investigating the IPV 6 Teredo Tunneling Capability and Performance of Internet Client”,SabestianZandar,LachianL.H.Andrew, ACM SIGCOMM Computer Communication Review, Volume 42, Number 5, October 2012.	Pg. 13-20
“Enabling Content Aware Traffic Engineering”,GeorgiosSaragdakis, Steve Uhing, Anja Fledman,Bruce Maggs, ACM SIGCOMM Computer Communication Review, Volume 42, Number 5, October 2012.	Pg. 14-28
“DXR: Towards a Billion Routing Lookups per second in Software “,Marka Zec,Luigi Rizzo, ACM SIGCOMM Computer Communication Review, Volume 42, Number 5, October 2012.	Pg. 29-36

ARTIFICIAL INTELLIGENCE

“Computing Intelligence to Enhance Web Personalization” J Jerald Inico and Dr T Adwin Prabakaran, CSI Communications, Volume 36 , Number 9, December 2012.	Pg. 10-11
“Role of Artificial Intelligence in Enhancing the Effectiveness of Education” Sasikumar M, CSI Communications, Volume 36, Number 9, December 2012.	Pg. 12-16
“Intelligent Emergency Vehicle Transit System (I.E.V.T.S)” Akshay Mahale, Nilay Tambat, Ashwin Iyengar and Gaurav Kothari , International Journal of Data Warehousing, Volume 4, Number 2, July-Decmber 2012.	Pg. 77-80

OPERATING SYSTEM

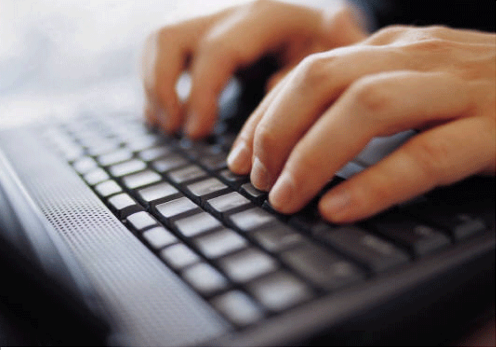
“Designing a Fast File System Crawler with Incremental Differencing”, Tim Bisson, Yuvraj Patel, and Shankar Pasupathy, SIGOPS, Volume VII, Number 3, December 2012.	Pg. 11-19
“Bridging the Gap Between Applications and Networks in Data Centers”, Paolo Costa, SIGOPS, Volume VII, Number 3, December 2012.	Pg. 3-8
“Evaluation of Compound System Calls in the Linux Kernel”, Elder Vicente, Rivalino Matias, Lucio Borges, AutranMacedo, SIGOPS, Volume 46, Number 1, January 2012.	Pg. 53-63
“Lockless Multi-Core High-Throughput Buffering Scheme for Kernel Tracing”,Mathieu Desnoyers, Michel R. Dagenais, SIGOPS, Volume VII, Number 3, December 2012.	Pg. 65-81

DATABASE & INFORMATION SYSTEM

“Analysis of Information System at Higher Educational Institute: Problems and Challenges”,Rakesh Chouhan, International Journal of Data Warehousing, Volume 4, Number 2, July-December 2012.	Pg. 87-93
“Cryptography and Network Security Principles and Practices”, Prashant Singh, Tanuj Aggarwal, Pratik Sharma, Rohit Yadav , International Journal of Data Warehousing, Volume 4, Number 2, July-December 2012.	Pg.113-121

DATABASE MANAGEMENT SYSTEM

“Semiring-Annotated Data: Queries and Provenance”, Grigoris Karvounarakis, Todd J. Green, SIGMOD Record, Volume 41, Number 3, September 2012.	Pg. 5-14
“The Data and Information Management group at the University of Trento”, Themis Palpanas, Yannis Velegrakis, SIGMOD Record, Volume 41, Number 3, September 2012.	Pg. 28-33



Books For Review

NAROSA PUBLISHING HOUSE PVT.LTD.

Title	Author(s)	Price (₹)	Edition/year
Business Intelligence and Data Warehousing*	Anu Singh Lather, Anu K. Saini, Sanjay Dhingra	795	2012
Software Quality Assurance*	Nina S Godbole	415	2011

STERLING PUBLISHERS PRIVATE LIMITED

Title	Author(s)	Price (₹)	Edition/year
Winning is Everything: A 10 Step Guide for Sure Shot Success*	Deepak Behl	225	2012

SULTAN CHAND AND SONS

Title	Author(s)	Price (₹)	Edition/year
Strategic Management: Text and Cases	P.K. Ghosh	310	13th , 2012

TATA Mc GRAW HILL EDUCATION PRIVATE LIMITED

Title	Author(s)	Price (₹)	Edition/year
International Marketing	Justin Paul, Ramneek Kapoor	395	2nd, 2012
Industrial Relations and Labour Laws	Arun Monappa Ranjeet Nambudiri Patturaja Selvaraj	375	2nd, 2012
Cases in Financial Management*	I M Pandey, Ramesh Bhat	550	3rd, 2012

** Books Reviewed is this issue.*

DELHI INSTITUTE OF ADVANCED STUDIES

(An ISO 9001:2008 certified institution)

(Approved by AICTE and affiliated to G.G.S. Indraprastha University, Delhi)
Plot No. – 6, Sector – 25, Rohini, Delhi – 110085
Tel: 27932742, 27934400, 27934011, Fax: 27934200

DIAS maintains a FACULTY DATA BANK for its future requirements as per the following details:

I. QUALIFICATIONS & EXPERIENCE

ASSISTANT PROFESSOR

1. (MBA) First Class or equivalent in Masters Degree in Business Administration or equivalent and two years relevant experience is desirable.
2. (MCA) BE/BTech and ME/MTech in relevant subject with First Class or equivalent either in BE/BTech or ME/MTech

   OR

   BE/BTech and MCA with First Class or equivalent in either BE/BTech or MCA

   OR

   MCA with First Class or equivalent with two years relevant experience

ASSOCIATE PROFESSOR (ALL PROGRAMMES)

- Qualifications as above i.e. for the post of Assistant Professor, as applicable and PhD or equivalent, in appropriate discipline.
- Post PhD publications and guiding PhD students is highly desirable.
- Min. 5 yrs experience in teaching/ research/industry of which at least 2 yrs shall be post PhD is desirable.

PROFESSOR (ALL PROGRAMMES)

- Qualifications as above i.e. for the post of Associate Professor, as applicable.
- Post PhD publications and guiding PhD students is highly desirable.
- Min. 10 yrs experience in teaching/ research/industry of which at least 5 yrs should be at the level of Associate Professor

  Or
- Min. 13 yrs experience in teaching/ research/industry.
- In case of Research experience, good academic record and books/research paper publications/ PR/ patents record shall be required as deemed fit by the expert members in Selection Committee.
- In case of Industry experience, the same should be at managerial level equivalent to Associate Professor with active participation record in devising/designing, planning, executing, analyzing, quality control, innovating, training, technical books, research paper publications/ PR/ patents, etc. as deemed fit by the expert members in Selection Committee.

II. EMOLUMENTS

Designation	Pay Scale	Other Admissible Allowances
Assistant Professor	Rs.15,600-39,100 AGP 6,000	Other allowances and benefits as per norms
Associate Professor	Rs.37,400-67,000 AGP 9,000	
Professor	Rs.37,400-67,000 AGP 10,000 (Minimum Basic Rs.43,000)	

III OTHER REQUIREMENTS

- Candidates who have cleared NET will be preferred for the position of Assistant Professor.
- Application forms can be downloaded from the institute's website: http://www.dias.ac.in Duly filled in application form can either be submitted online or in person at the Institute's address mentioned above.
- Incomplete application forms are likely to be rejected.